

Ottawa, Ontario, Canada

THE GREATLY expanded capacities of the Canadian economy, now capable of employing one million more of Canada's population than before the war, entered a process of reconversion to peacetime production immediately after the close of hostilities. More than ever before, commodities far in excess of domestic requirements will be produced. Canada's traditional role as a great trading nation has been tremendously accentuated.

Canada and the United States have been called the Siamese twins of North America, so intimately are they joined socially and economically and so inseparable in their security. The fact that the 5,600 miles of boundary, including the Alaska boundary, separating their

territories are undefended is a matter of frequent comment, but the simple fact is that to both countries the possibility of hostilities between them is unthinkable. In 130 years of unbroken peace the two countries have built up a tradition of friendship and cooperation which would be inconceivable to break.

Ottawa, Ontario, the capital of the Dominion of Canada, is located on the right bank of the Ottawa River, 101 miles west of Montreal and 217 miles northeast of Toronto. The crowning architectural feature of the city is the splendid group of Gothic buildings shown above on the summit of Parliament Hill. This air view of Ottawa is a Royal Canadian Air Force Photograph and is used here by special permission.

Credit World

APRIL 1951



TODAY a worker who moves from the United States to Canada, or vice versa, has a record of paying habits which follows faithfully wherever he goes. Even on a two-week vacation, a traveler can establish his credit and thus have more cash available for immediate needs.

It is this cooperation among credit bureaus and credit granters throughout North America which has fostered consumer trade in the past.

To the Associated Credit Bureaus of Canada, then, and to the Credit Granters' Association of Canada, we dedicate this message. May our friendship continue forever!

Reports anywhere through affiliated members of

Associated Credit Bureaus of America

7000 Chippewa, St. Louis 19, Mo. The National Retail Credit Association contributes this space monthly a courtest to its members of the Associated Credit Bureaus of America

A Symbol

Of Canadian-American Friendship

A symbol of Canadian-American friendship is the Harding Memorial in Stanley Park, Vancouver, British Columbia, pictured below. It is semicircular with an elevated center containing a bronze tablet with President Harding's profile in bas-relief and an excerpt of his last address in Vancouver while touring the Pacific Coast and Alaska in 1923. In the center are two bronze female figures symbolizing the two countries, which hold in their hands an olive branch of peace. In front of the monument is a shallow pool of running water which in reflection and motion is designed to convey life and activity. At each end of the structure is an eagle.

The inscription on the memorial, including an excerpt from President Harding's address, is:

What an object lesson of peace is shown today by our two countries to all the world. No complicated fortifications mar our two frontiers, no huge battleships control our dividing waters, no stealthy spies lurk in our tranquil border hamlets.

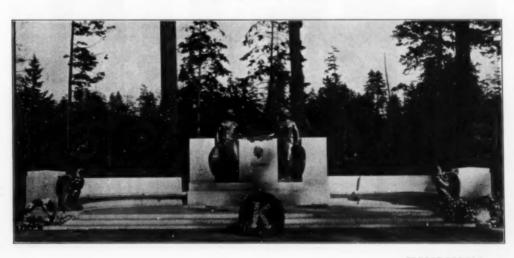
Only a scrap of paper recording hardly more than simple understanding safeguards lives and properties on the Great Lakes, and only humble mileposts mark the inviolable boundary line for thousands of miles through farm and forest.

Our protection is in our fraternity; in our faith. The tie that binds more firmly year by year is ever-increasing acquaintance and comradeship through interchange of citizens, and the compact is not of perishable parchment, but of fair and honorable dealing, which God grant shall continue for all time.

Erected by the Kiwanis International in memory of the great occasion in the life of the two sister nations here on July 24, 1923.

Warren Gamaliel Harding, 29th President of the United States of America, and first President to visit Canada, Charter member of the Kiwanis Club of Marion, Ohio, spoke words that are worthy of record in lasting granite.

Dedicated September 16, 1923.



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A Course for All Those Who Wish to Forge Ahead in the Field of Retail Credit.

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A COURSE IN LETTER WRITING based on the Official Textbook of the same name. Chapters on: 1. Every Business Letter Is a Sales Letter; 2. Do Your Letters Contain These Faults?; 3. Planning the Business Letter; 4. The Beginning of the Letter; 5. Telling the Story of the Letter; 6. The Ending of the Letter; 7. Diction and Phraseology in Modern Letters; 8. The Style or Form of Modern Business Letters; 9. Credit Letters; 10. Collection Letters; 11. Adjustment Letters; 12. Vocabulary and English.

A Course That Will Help Every Credit Correspondent Write Better Result-Getting Letters.





Class in Retail Credit Fundamentals, Milwaukee, Wisc., sponsored by the Retail Credit Association.

CREDIT WORLD

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Number 7

In This Issue

Dedicated to Our Canadian Members

Five Feature Articles
Canada's Inflationary Problems
Making Public Relations Pay
Credit and Collection Letters
The Outlook for Credit in the Semi-War Economy 1 Raymond Rodgers
Credit and Business Education in Canada 2 J. R. Gilley
Eight Other Highlights
A Symbol of Canadian-American Friendship
Greetings from Canada
Greetings from the United States
Chicago Program Highlights
Two Outstanding Chicago Speakers
National Membership Activities
Credit Flashes
Buy a Brick News
Six Departments
For the Smaller Businessman
Credit Department Letters
Business Conditions and Outlook
Collection Scoreboard for February
Local Association Activities
Editorial Comment, Credit Progress in Canada 3

CIRCULATION OF THIS ISSUE 32,000

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COMPANY	
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Greetings from Canada



C. H. Williams, President Associated Credit Bureaus of Canada

IT IS A PLEASURE for me to have this opportunity to express my sincere thanks and appreciation to the Board of Directors and Members of the Associated Credit Bureaus of Canada, for appointing me to serve as your

President for the ensuing year.

It was in the fall of 1939 that twelve independent bureau managers from points in eastern and western Canada met in Calgary, Alberta, and laid the groundwork of our organization, which has grown steadily and now embraces 75 bureaus stretching from coast to coast. The success which has been achieved so far is a fine tribute to those who played an important part in the early stages of our organization, many of whom are still with us. Others have passed into retirement or to positions of greater responsibility, among whom are Frank Womersley, formerly of the Credit Bureau of Winnipeg, now retired and living in Victoria, also Fred A. Matatall, formerly of the Credit Bureau of Ottawa and Hull and now comptroller with A. I. Freiman, Limited, of Ottawa and last but not least our very good friend Jack Suydam, formerly with the Credit Bureau of Toronto and now general manager of Canadian Credit Men's Trust Association, who was chiefly responsible for the convening of the first meeting and whose subsequent untiring efforts were a major factor in the success of our organization in the years that followed.

Our organization is unique in that it is made up of independent bureaus either private or member owned, and as such are not subject to dictation from any head office. Instead, we have chosen to work for the common good of all our members through the agency of cooperation. It is this one feature which has carried us along during the past eleven years, and which is so vital to our future success. Within the past year we have succeeded in establishing a national headquarters and the appointment of a full-time field executive in the person of Arthur Bullied, who now has a full-time assistant. It is through this national headquarters that we must now work in harmony, if we are to attain an even greater

degree of success.

As bureau managers we are continually preaching and striving for a greater degree of cooperation between our bureau members and our own bureaus, because we know that cooperation is the key word of success. Together we can insure the continued success of our organization by practicing in our national organization what we preach in our local organization, cooperation. I wish to take full advantage of this opportunity by extending to all members of the Credit Bureaus in the United States the best wishes of all members of our Canadian Association. Your friendly assistance on so many occasions in the past, is truly the essence of genuine cooperation.

W. J. Tate, President Credit Granters' Association of Canada

TO OUR MANY members across the Dominion and the host of fellow credit men and women in the United States, sincere greetings from the Credit Granters' Association of Canada.

It has been my good fortune to have met at least a few of you at the Canadian and National Conferences of the past few years, and I regard the friendships made as one of the finest things in my life which I will always treasure. Good fellowship and the ready exchange of worthwhile ideas have brightened our tasks and improved our value to our employers.

Having recently been honoured by election as President of the Credit Granters' Association of Canada, I want the members to know how grateful I am for the honour of serving them. I realize fully that with the honour goes the responsibility, but I pledge that I shall meet

this with all my energy and ability.

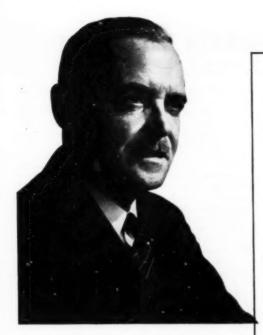
Present world conditions, requiring us to carry out needed controls with decreased help, have again placed an added, burden on our shoulders as credit executives. Let us devote ourselves wholeheartedly to the task of operating our offices with a minimum of waste effort and the maximum of efficiency. Only thus can we fully cooperate in the pressing national emergency.

Canadian Memberhip Progress

Canadian membership in the National Retail Credit Association has grown steadily since 1936. The following shows the progress since that time:

1936								165
1937								326
1938							۰	415
1939								488
1940								518
1941				0				544
1942								469
1943								466
1944						6	0	473
1945								651
1946								804
1947								947
1948								1,385
1949								1,592
1950								1,677
1951	(1	lai	ch	15	()			2,007

Circulation of The CREDIT WORLD has been progressing rapidly also. We are happy to report that this issue has reached an all-time high, 32,000, and we are proud to dedicate this issue to our members, friends and neighbors in Canada.





I am glad to contribute a message to The Credit World's April issue which is being dedicated to Canada.

This special Canadian edition will, I feel sure, help many of our American Friends to understand, even better than they do now, something of the problems presently confronting their neighbours to the north. It will thus make a notable contribution to the furthering of the cordial relationship between our two peoples which, at this stage in the world's history, is more unexamply than ever.

I should like to take this opportunity to extend to the readers of The Credit World my greetings and good wishes.

Suis Solaunas

Prime Minister.

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THE SECRETARY OF COMMERCI

MAR 14 1951

Mr. Limiley S. Crowder Deneral Varagor-Treasurer Sational Retail Credit Association Shell Building

Dear Wr. Crowlers

I am happy to send my greetings to the mambers of the Sational Retail Crudit Armociation in the United States and Canadas. Retail crudit, when wisely used, contributes ent only to the well-being of communer but also to the prosperity of distributors and manufacturers.

The credit practices of retailers on to much at this time to preserve the hamic countries of the seconds of our two countries. Credit maintained within reasonable limits will help keep the demand for goods from outstripping the country, and in this cases will help be the demand of inflation.

These of you who deal directly with consumer credit have big and important jobs in mobilization for defense. I have that the promonents of the backed States and Lands numbers as they have in the past—on your cooperation in making government programs over offectively.

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SHEET COMMETTE





Canada's Inflationary Problems

JAMES SINCLAIR, M.P., Parliamentary Assistant to the Minister of Finance, Ottawa, Ontario, Canada

THE CHIEF domestic problem in Canada, at the present time, is the rising cost of living. This is a direct result of the inflationary pressures set off mainly by world-wide defense expenditures as a consequence of the Korean affair. We seem to have been in the shadow of war for a long time but actually even less than a year ago we thought we were well on the road to a normal peacetime economy. We, as a people, had come through the most terrible of all wars as one of the victors. Despite the dismal prophecies of collapse after the war, each year saw our national employment, income and production rise. Because of the wise financial policies inaugurated by Mr. Ilsley during the war, we managed to avoid even the slight recession experienced by our American neighbors and at this time last spring we seemed to be in the best economic position of our whole history, with a steadily expanding economy. In the Department of Finance we were in the delightful position, a rare one in our history, where we were able to make substantial reductions in taxation each year and still have a comfortable surplus for debt reduction. All this was changed last summer by the aggression in Korea.

Before, in our history, it needed actual participation in a declared war to create this condition. In 1914 we were an agricultural nation, totally unprepared for war, and it was not until well on in the middle of the war, that the drain, of manpower to the Armed Services and of production to war material, began to create an inflationary trend in Canada. We were a little better prepared in 1939, and had the first year, the year of the so-called phoney war, to get in full production. By 1941 the same economic strains were set up and curbed by controls on credit, prices and wages and by high taxation. Today it is just the threat of war, and the United Nations' action in Korea, which has caused the free nations of the world to turn a larger and larger portion of their national production to defense. It is these expenditures on national defence, the maintenance of an increased Army, Navy and Air Force, and the supply to them of modern equipment, which is creating the inflationary pressures which must be checked.

If Canada had idle factories and a large portion of our population unemployed, these could be brought together to supply our extra needs for defence. But Canada in the last five years has had the highest production and highest employment in our history, and so now draining off men and production for defence cannot but begin to affect domestic production. The factories today producing cars, tomorrow must produce tanks and war transport as well, the factories making radios will also have to supply all the many electronic devices needed for defence. Greater efficiency in production will help in part, but the rising demands of defence will certainly

impinge upon supplies for the civilian sector of our

This defense spending will mean that with even greater employment in this country and consequently greater national income of wages and salaries and this added purchasing power will be competing for a lessening supply of civilian goods. Such a condition, of course, results in the bidding up of prices for these goods, with a consequent demand for higher wages and salaries to meet the increased cost of living, which produces still more money and builds up the inflationary spiral of too much money chasing too few goods.

The Government has therefore embarked on a program to attack these inflationary pressures at their roots, and to supplement this attack with selective controls where they are considered necessary. Primarily, the problem is to cut down the excess purchasing power being generated and at the same time to try and increase the supply of civilian goods without impeding defense production.

First and foremost in this must be a pay-as-you-go policy on government expenditures. This is no time for us to go into debt, to borrow money to finance current needs. Last spring we thought we were back to a peace-time economy, but even then we budgeted for a small surplus for debt reduction. When the aggression in Korea skyrocketted our defense expenditures, Parliament was reconvened and a supplementary budget introduced to approve increased defense costs and increase to corporation and luxury taxes to cover these costs. These changes have done this, and produced a surplus which will run well over 400 million dollars, which is removed from the purchasing power of the nation and can be used for debt reduction.

This surplus has not been achieved solely by increased taxation. Treasury Board has done a pretty thorough job of cutting down on all the civilian phases of government activity. An economy which has been expanding as rapidly as Canada's has since the war, demands increased government services. Despite this we have made substantial reductions in the activities of almost every civilian government activity. Not only are we effecting a substantial saving in manpower by reduction in the number of civil servants and increasing the hours of work of many of them, but we are saving in materials too, by postponing the bulk of the capital expenditures which we would normally make. The full impact of this saving will be shown in Parliament when the annual estimates are brought down and I think there will be many anguished cries from the members when they see cherished projects missing from the estimates.

To reinforce that pay-as-you-go policy in government finance, a number of other steps have been taken, designed to curb expenditure in the civilian sector. Down payments for National Housing loans have been increased. Socially, this is undoubtedly regrettable but at this time we must use every means to make more building material and labour available for defense projects.

Through the Bank of Canada steps have been taken to offset the inflationary effects of the inrush of American capital last fall. The freeing of the Canadian dollar had a direct effect on export-import prices, lessening the price in Canadian currency of American imports and lessening the return in American dollars of Canadian exports. Our export prices have a direct influence on our domestic prices. The Bank of Canada raised its re-discount rate by one-third, and policies are contemplated to make less money available for unnecessary business expansion at this time.

This latter objective has also been achieved by the allocation of steel, the key building material. By refusing steel for non-essential uses, an effective brake has been put on unnecessary building expansion, with its demands for many other materials and for construction labour. Finally legislation was enacted to curb the volume of consumer credit and last November the Act was made

effective.

This program of action may seem to be an indirect way of getting at the problem of inflation. But, in reality, it strikes at the root of the trouble. Inflation is caused by excess spending; that is, spending which is in excess of the flow of goods available at current prices. The only really effective way of dealing with that excess is to increase the flow of goods or reduce the rate of spending. We are trying to do enough of both.

Consumer credit is one of the major ways of spending—and it is not only the spending of current income, but it also is the spending today of future earnings bringing still more money on today's market to compete for today's goods. Any restrictions on this credit will, therefore, lessen the purchasing power competing for these goods. It was with only this in mind that the Govern-

ment introduced this legislation.

I know it has been said that the Canadian Government has introduced these regulations in order to prevent what they regarded as undesirable trade practices in the field of consumer credit. May I assure you that such is not the case. If it had been, the Act and the regulations would have been different. The Government in this legislation is solely concerned with the protection of Canadians as a whole against the evils of inflation. The rules apply to everyone equally, and are designed to restrain the expansion of consumer credit. Obviously, of course, they affect most those whose credit terms have been most generous, but that is a necessary consequence of any form of credit control.

Proper Program of Consumer Credit

Another misconception is that the Canadian Government believes there is something immoral or inherently had about consumer credit. Nothing could be further from the truth, for any student of economics realizes the tremendous part played by a proper program of consumer credit in expanding the productive capacity and raising the living standards of this nation. However, in time of national emergency, many desirable activities have to be restrained—and one of these at the present time is undoubtedly too generous consumer credit.

The new Consumer Credit Regulations are designed to have a moderately restraining effect upon instalment buying. You will have appreciated that our new regulations are simpler and less drastic than those we had in force during the last war—when we had a variety of terms, depending on the goods, and higher rates. They are also less severe than the American regulations recently

announced. The time may come when more stringent requirements must be laid down, but in this field, as in others, the degree of restraint upon the civilian economy should be appropriate to the over-all situation.

And may I make one comment in this connection. The degree of restriction will depend upon the need for restriction. To some extent, that will depend upon circumstances that are beyond the control of merchants or lending companies or consumers. But to an important degree, individual, voluntary restraint can replace collective, legal restraint. In individual finance, as in public finance, a policy of covering current expenditures, insofar as possible, out of current revenues and thus avoiding debt, is one of the most effective ways of keeping down inflationary pressures.

Mr. Abbott, our Minister of Finance, has asked me to bespeak your co-operation in carrying out these consumer credit controls and no one can be more helpful to the Government in making this policy effective than credit executives, the tougher credit policy you administer the more help you will be. Our retail business today is at an all-time peak. Your tax returns are the best indication of that and so there is less reason than ever before even

from your point of view for easy credit.

The Government realizes full well that business is competitive, and that merchants are constantly seeking ways and means of attracting customers. I suggest that this is a time for businessmen to concentrate their energies, more than ever before, upon producing and selling the best merchandise they can for the lowest possible cash prices. As far as anyone can see, there will be no shortage of purchasing power in the days ahead; indeed, we are more concerned about excess purchasing power generated by the rearmament program. Some reduction in the volume of consumer credit, far from hurting the economy, is likely to strengthen it.

That being so, I suggest, that it is in the best interests of businessmen, as it is of the community at large, to co-operate with the Government in restraining the expansion of consumer credit. There are two ways of looking at these consumer credit regulations. One way is to regard them as something which unfortunately must be obeyed, but which should be circumvented or got around, in one way or another, so that they will have as little effect as possible. This, fortunately, has seldom been the Canadian attitude towards our laws. That method of approach is only self-defeating, for the Government will not stand idly by and see its program frustrated by such circumvention. The other way is to regard the regulations as a guidepost to business conduct in a time of inflationary dangers, and this you have done.

The control of consumer credit is, therefore, only one part of the anti-inflationary policy. By itself, it could not possibly be sufficient to do the job. Combined with a pay-as-you-go policy of government finance, and with appropriate action in other fields, it is undoubtedly helpful in achieving the result which the Canadian people as a whole are so anxious to achieve. If we can make these fiscal and monetary influences work effectively we can, I believe, as conditions now stand, avoid those comprehensive direct controls on prices, wages and supplies which neither you, nor the Government, nor the Canadian people as a whole, are anxious to see re-introduced.

Making Public Relations Pay

HARVE LAMONT SMITH, Public Relations Counsellor, Detroit, Michigan
An address before the Canadian Credit Conference, Windsor, Ontario, February 18-31, 1881

IT IS A MATTER of record that women purchase over 75 per cent of all consumer goods sold in America and that they control the wealth. Women own directly, or are the beneficiaries of, 75 per cent of all the stock of American corporations. Women are the beneficiaries of 80 per cent of all the insurance written in America. They have billions of dollars invested in savings banks, trust funds and real estate. It is reasonable, therefore, that women of Canada and the United States should be selected to exert their influence, their talents and singular powers of intuitive understanding in vital matters of credit and finance.

The Federal Government of the United States chose to appoint Georgia Neese Clark first woman Treasurer of the United States. Mrs. Clark's signature appears on the U. S. Currency and that same currency is turned out by the mint, of which another highly capable woman, Mrs. Nellie Tayloe Ross, a former Governor of Wyoming, is the Director. Here in Canada, you have comparable examples of the effective leadership of women in business, industry and cultural pursuits. The members of your Credit Women's Breakfast Clubs of North America are making a major contribution by aiding credit to do the most good for the most people and toward keeping the national economy on an even keel.

Recently an automobile finance company wrote a young man the following letter: "Dear Mr. Jones: What would your neighbors think if we were to come to your town next week and repossess your car? Yours truly." A week later the finance company received its letter back, with a notation scribbled at the bottom of the page: "Gentlemen: I have talked the above matter over with my neighbors and they think it would be a lousy trick." This brings up the matter of public relations, inasmuch as the credit granter and the customer, in too many instances, are miles apart in viewpoint.

Public relations is variously defined. Probably the broadest, yet most concise definition is that of the late Glenn Griswold: "Public Relations is the management function which evaluates public attitudes, identifies the policies and procedures of an individual or organization with the public interest, and executes a program of action to earn public understanding and acceptance." I choose to reduce this to even simpler terms. Public relations, which in reality is human relations, reaches into all human activity in which one person deals with another. It is made up of a lot of little things by a lot of little people, adding up to favorable Public Opinion.

Too many people have the mistaken idea that pressagent propaganda is the sum total of public relations. Constructive publicity is a valuable tool of public relations, but only one of many tools. The over-all aim is favorable public opinion. You cannot develop favorable public opinion by simply retaining a public relations counsellor, then sitting back, expecting him to do the job. He

can advise and direct, but public relations is everybody's job. It is the job of management, stockholders, the receptionist, switchboard operator, salesman, delivery boy, the cashier and everyone who has any contact with the public. John Wanamaker's great success as a merchant was due largely to the store motto which was impressed upon the minds of all employees: "All shall help and none shall hinder."

Public relations should start with private, or internal relations. Before trying to sell the public on what a great person or concern you are-it is well to do a soulsearching job to put your own house in order, making sure that you are what you would have other people think you are. The Bible sums this up quite neatly: "Let your light so shine before men that they shall see your good works." This places the responsibility on personal conduct in human relations, where it rightfully belongs. It indicates a program of action. Be right, do right and men will see and know your good works. Public Opinion is the most valued, most sought-after, most elusive intangible in the world today, in pursuit of which hundreds of millions of dollars are invested annually in support of almost every line of human endeavor. General Eisenhower said recently: "It has been stated that public opinion wins wars. I would say, adapting it to the terms of peace, that only an informed public can win the peace."

The way people think is the way people are. It controls the destinies of nations, business and industry. At one time, not so long ago, credit granting was less complicated than it is today. In a farming community, for example, the farmer would go into town and buy necessities on credit, from the hardware store, the farm implement merchant and others. He paid when the crops were harvested. In other communities they paid when the ships came in. In our present economy, our crops and our ships come in variously from 52 to 12 times a year, in the form of pay checks. Credit granting should be built around this.

John Public Is in a Tough Spot

Today, John Public is in a tough spot. Morning, noon and night he is pressured by salespeople, newspaper advertising, radio and television to buy everything under the sun, on easy payments. His wife and family also gang up on him in the mad rush to "keep up with the Iones's." He buys a home, furniture, an automobile, radio, refrigerator, television, electrical appliances, a fur coat, a diamond ring, and all manner of other things "on time." He commits himself for these obligations on the optimistic premise that everything is going to be all right, that his health and his earning capacity will continue as of that time. When adversity intervenes and things fail to work out according to his expectations, he becomes a problem of the credit department. His relationship with the department decides whether he will pay his obligation in full and remain a good customer, or buy

elsewhere when he gets back on his feet. Personally, I have great respect for Mr. and Mrs. John Public who work and pay the bills.

There are various approaches to public relations problems and there are a large number of highly capable public relations counsellors who do their work skillfully and without fanfare. There are others more spectacular. TIME Magazine (January, 1950) reports that Psychologist Dr. Robert McMurray, of Chicago, "Freud disciple with a Vienna Ph.D. degree, gets \$125 an hour for giving advice on labor relations to companies manufacturing everything from automobiles to candy bars." In the same article, TIME quotes Dr. McMurray as follows: "In an increasingly complex socio-economy, we are dealing with selfish, dependent, hedonistic, wishfulthinking, amoral and quite immature individuals, emotionally like a child of four." Thus does Dr. McMurray classify and dispose of the very people "who buy everything from automobiles to candy bars." That certainly gets everybody off to a great start for mutual understanding and goodwill. I do not know Dr. Mc-Murray personally, but perhaps I am like Oscar Levant. Recently, in discussing a fellow pianist, Levant observed: "He plays better than I do, but I don't like him as well."

At the outset, I wish to make it crystal clear that I have not made a study or analysis of your problems. I know practically nothing about the specialty of credits in which you men and women have had many years of experience. I give you only curbstone observations and in so doing, I do not wish to be presumptuous. I do not pretend to know all the answers. My hastily assembled conclusions may be at wide variance with your own. In this matter of credits, I consider that a sale is not a sale until the article is completely paid for. I gain the impression that many sales and advertising departments feel that their jobs are completed when they get the customer's name on the dotted line. After that, he is the credit department's baby. Yet here is just the beginning of a big public relations job. While the credit department might assume the attitude that it wants other departments to mind their own business and not interfere in theirs, it seems to me that it would be sound business procedure on the part of management to establish a close. cooperative working relationship between the advertising, public relations, sales, and credit departments. The credit man cannot be credit man, advertising man, and public relations counsellor all in one, because of the stress of his own specialized job. This is an age of specialization and consultants. Adoption of measures which will make the credit department more successful in its operation is not an admission of weakness, but a forward movement toward greater security for those who work in that department. Advertising has done a remarkable job in selling. In my opinion, it should lend its great talents as a supplementary agent to the art of collecting and of maintaining satisfied, repeat customers during the collection

As I understand it, there are two main classifications, dealer credits and consumer credits. The dealer is only as valuable to the company as his credit policy is successful. Honesty on the part of the consumer is only as good as his education in being honest, whether that education be through home, school, church, or other influence. When Credit is presented as a "give-away" or making

things easy, it strikes an unwelcome note of condescension. Your country and mine have matured intellectually. An approach through reason more than through emotion and paternal guidance, is indicated. If credit were presented on a basis of sound business reason, there would be far better public acceptance.

The ability to grant credit depends entirely upon the buyer's ability to pay. Credit stems from the buyer, rather than the seller. It is the buyer who makes credit possible and the buyer who can destroy it. The main goal of the dealer is to remain in business. In my opinion, the dealer should be taken into the fold, as though he were part of the parent organization. He should be educated, just as employees within that organization are educated. There should be a sharing of knowledge of mutual problems. Point out to the dealer, by bulletins or otherwise, what the credit granter's problems are and likewise recognize problems which confront or may confront the dealer. Point out hazards which the dealer should avoid. A quick profit may mean a future loss. Overexpansion can be disastrous to both dealer and supplier.

You know the conditions better than I. As an example: In Brantford, Ontario, or Oshkosh, Wisconsin, a local civic leader applies for a dealership or distributorship. His local bank and others vouch for his substance and integrity. He is a past-president of the local Chamber of Commerce, and a general "do-gooder." He gets the dealership. He makes good. His sales record is such that soon he feels he must have a new and larger salesroom. He buys a building then a new and larger home and a bigger automobile. He is riding high, but obligations are heavy. He has contractors' bills to meet. These

How You Can Reduce Extra Expense

Normally, good management is the answer. But if the normal routine of business is upset by a fire or another catastrophe that forces you to continue business in temporary quarters, with rented bookkeeping and calculating machines, you'll need Extra Expense insurance. A more detailed explanation of Extra Expense insurance will be mailed you on request.

THE PHOENIX CONNECTICUT GROUP OF FIRE INSURANCE COMPANIES HARTFORD, CONNECTICUT

Losses paid to December 31, 1950 ...

Combined Statement December 31, 1950

Assets - - - - - - - \$141,920,367

Liabilities - - - - - 70,806,153

Surplus as regards policyholders - 71,471.872

483,685,642

and other obligations are pressing, so he gives his local obligations priority over payment of his bills for merchandise to the parent corporation, which he represents as a dealer. His reasoning is that he has given the company a lot of business and why shouldn't they wait? They know he is "good pay." Thus the manufacturer, who depends on this money from the dealer for materials, payrolls and other operating and sales expense, is placed at a disadvantage. Multiply this by a number of dealers and the result is like sand in the gears of a big machine. Prompt payment by consumer to dealer to manufacturer, is essential to smooth, efficient operation.

It might be profitable to big concerns to have a specialist in credit analysis and public relations visit the dealers from time to time to render the dealer a helpful service along lines such as these: Analyze for the dealer the social pattern of his local market. It is well known that different nationality groups have different susceptibilities or fear potentials and different paying habits. The specialist would analyze the economic status of the dealer's market, the number of factories in his community, sources of income, the work layoffs which might be anticipated. He could furnish counsel on how to handle payments or collections in cases of divorce. Last year there were 400,000 divorces in the United States. Two out of five present-day marriages in the United States end up in separation or divorce. These are practically all credit buyers. There should be special techniques to handle the divorced debtor. He is a bitter man and she a bitter woman. When in process of divorce, obligations become secondary, emotional problems first.

The dealer and the advertiser might do well to dignify credit by educating the public that credit measures a man's honesty, just as does the payment of cash, because credit enables a man to demonstrate his honesty periodically, rather than at one specified time. Credit payments are a form of trust, repeated at regular intervals. A statement such as this might well be quoted on payment booklets. It appeals to a man's pride to have his integrity praised periodically. Emphasize pride in possessing a purchase. When you pay your bills promptly, it helps everyone to get his pay check promptly.

In the public mind, a bill is an unpleasant reminder, whereas its prompt payment should be made a matter of satisfaction in honestly discharging an obligation. It might be well for you to consult with the advertising and public relations departments for new words to use. Words live and die, just like animals. They become obsolete and fall into disrepute; they develop unpleasant connotations. Among such words are orphanage, insane asylum, illegitimate (as applied to a child), poorhouse, appeasement, dictator, fellow-traveler, comrade. On the other hand, the word "deposit" is a good word. It implies saving. You make a bank deposit, and thus add to

your assets. You are getting ahead. Winston Churchill and the late President Roosevelt both recognized and utilized the power of new words, the right words, to capture public interest and sway public opinion. They became past masters of this art.

I volunteer the suggestion that the credit department team up with the advertising and public relations departments to think up substitute words for bill, statement, delinquent, repossess and foreclose; and that they collaborate in the preparation of material for public addresses—and in the preparation of suitable letters for various circumstances—collection letters designed to keep friction at a minimum and to bring out the creditor's feeling of importance as an honest individual. An expression which has lived for many generations is "I may be poor, but I'm honest." Other progressive letters could be prepared for slow-pay customers and bad debtors.

To educate the public on the uses and abuses of credit, various media might be considered. Credit men and women might arrange to lecture on the uses and abuses of credit at High Schools, Colleges and Universities, thus educating the young people before they enter the business world or become your customers. That would be a real public service. I believe that service clubs would be interested in your story as it might be identified with the public interest. In Detroit, there is an Industrial Editors' Association with a membership of approximately 80 editors of industrial house organs. These publications go to the workers. Undoubtedly there are similar organizations elsewhere. If your credit representatives could meet at some time with the president of that organization, speak at a meeting of the editors and submit well-written articles and illustrative pictures on the uses and abuses of credit, they might be printed in many of the industrial house-organs and gain wide circulation in the home.

Educate the Public on Uses and Abuses of Credit

Since the uses and abuses of credit have such a bearing on our national economy that Federal Controls have been imposed, it might be an idea for the Federal Government to utilize the public service facilities of newspapers, radio, television, movies and other media to educate the public on the uses and abuses of credit, with stabilization and credit control officials, such organizations as the Associated Credit Bureaus, Credit Granters, the Canadian Manufacturers' Association and Organized Labor contributing their views to such a program. However, any proposed national program of public education should first be tested at a local community level and then at a State or Provincial level. The more that Private Enterprise can do to solve its own problems, and in so doing contribute to a healthy economy, the less likely it is to be subject to Federal controls.

Plan Now to Attend THE 37TH ANNUAL INTERNATIONAL CONSUMER CREDIT CONFERENCE

THE STEVENS HOTEL, CHICAGO, ILLINOIS, JUNE 25-28, 1951

National Retail Credit Association

Credit Women's Breakfast Clubs of North America . Associated Credit Bureaus of America

However, in the current crisis which demands sacrifices on the part of all in our fight against Communism, we have controls and we have to live with them. But they need not, and must not, be permanent. Our most immediate urgency is for public support of the new controls. There is an old Chinese proverb: "It is better to light a candle than to curse the darkness." There was a time in China when valuables could be left untouched by the side of the road. That came about solely through education within a given generation. Young people should be taught that credit is actually cash advanced. It is a loan given to the purchaser. I would emphasize that Credit is not a handout, or a gift, but merely a means of financing a purchase within a specified time.

Because of the years of emphasis on "easy payments" in credit buying, the buyer, over the years, has come to believe that there is a distinct difference between credit and cash. Credit implies that he is at ease to take his time. Therefore, he has a tendency to abuse the time element. This, to a large extent, is the advertiser's fault. As members of this great national credit association and affiliated organizations, all of you uphold the highest standards of business ethics and practices; otherwise, you would not be members. But as a bystander, I am wondering if Credit Associations, Bureaus and Granters have any jurisdiction over the practices of those few concerns who employ high-pressure sales methods and obnoxious radio and newspaper advertising; concerns who urge the public to buy with "no down payment, easy terms, and if sick or out of work, don't worry' -then proceed to haul the debtor into court when he lapses on a single payment. Philip Wylie's Essay on Morals points out that "it is the individual of whom the mass is composed and if he is of poor character, the group will have that quality." Vigilance and surveillance in matters which are in violation of your Code of Ethics will increase your prestige with the public.

Credit should be looked upon as potential cash. The impression should be given to the buyer that he is a cash customer. He is not on trial until such time as he vindicates himself by making his final payment. The latter feeling in the buyer should be eliminated by making him feel that he actually is buying for cash but is remanding it until a later date.

Benefits of Program of Public Relations

Credit men and women can benefit through a program of public relations. It is a natural, human instinct to dislike or to resent those to whom we are obligated, even though they are our benefactors. Over the years, credit men and women have succeeded in making themselves feared and the only people we dislike are those we fear. The average person thinks of the credit man as a cold, unfriendly bogeyman who's out to get you if you don't watch out. The old-time banker was similarly regarded. They feared he would foreclose the mortgage. The tenant dislikes his landlord because he fears that he might raise the rent or evict him. The motorist dislikes the traffic cop because he fears he might arrest him for a traffic violation and have him thrown in jail. A woman dislikes another woman for no apparent reason, but actually she fears her because she is more attractive than she is and, therefore, is a potential threat to her family security. The credit man is disliked because the buyer fears he might garnishee his wages or repossess his property. On the other hand, the element of fear can be a powerful and useful force when used with discretion at critical times when other measures have failed.

Banks have made a right about face in their community relations. They have set out to win friends and influence people. The modern banker, is a member of the bowling league. He belongs to Rotary, Kiwanis, Lions, Optimists or Exchange Club. He may be a Scoutmaster and play on the soft ball team. His customers know him as a friendly neighbor and a "good Joe." There are numerous Public Relations media, among them press, radio, television, movies, printed matter, photography, speakers, open house inspection tours, and many others. But there is no substitute for good human behavior in our relationships one with another.

Kahlil Gibran, in his Canto on Friendship, wrote: "For in the dew of little things the heart finds its morning and is refreshed." To my way of thinking, the ultimate in public relations is exemplified in the essay of an 8-year-old boy on "What My Dog Means to Me." It is a classic in brevity, clarity and general interest. It reads: "My dog means somebody nice and quiet to be with. He does not say 'Do' like my mother, or 'Don't' like my father, or 'Stop' like my big brother. My dog Spot and I sit together quietly and I like him and he likes me." "I like him and he likes me." "I like him and he likes me"; the ultimate of all public relations aims. And this result is based on individual behavior. It has to do with a lot of little things and has nothing whatsoever to do with ballyhoo.

CREDIT MANAGERS
TEACH US SOMETHING

NEW EVERY WEEK!

* A midwestern specially stere wants a cellection letter to layoway customers.

* A large southern department stere offers coupen-beeks by meil.

* A leading New York stare opens a suburban branch and solicits new charge accounts.

They choose Reply-O Letter because it's PERSONAL, because it's FRIENDLY, because it's PERSONAL, because it's FRIENDLY, because it's EASY TO ANSWER. And they get good results every time!

LET US SEND YOU SAMPLES
AND INFORMATION

USE REPLY-O LETTERS!

What Are Your Needs?

Credit and Collection Letters

MERLE W. OSBORNE, M.C.I., Canadian General Electric Company Ltd., Toronto, Ontario, Canada

WE LOOK askance at any statement that lists as an asset a sizeable figure for goodwill. As a debt-paying asset for quick liquidation, it has no value, but as businessmen we constantly strive to develop this asset knowing as we do that our future success depends so greatly on customer goodwill. Contrary to the thinking of many, there is an opportunity in the writing of credit and collection letters to develop goodwill and yet attain the purpose for which the letter is written.

Management is placing an increasing amount of confidence in personnel work, expecting great returns from moneys invested in this comparatively new field of endeavour. Every effort is being put forward to ensure that applicants for positions be carefully screened in order that the best help available may be procured. Special qualifications are required by anyone aspiring to a position where he may be in contact with customers. Appearance and personality are essential requirements for the successful applicant as we must make a good impression on the most important people in the world, our customers.

The same amount of careful selection unfortunately is not displayed when customer contact is carried on by means of correspondence, yet this is the most difficult method of customer contact. The power of your personality can be made more effective by means of voice inflection, facial expression and sincerity of purpose when contact is made by a personal call and also to a great extent over the telephone. The effect of your conversation can either be read in the other person's face or by the tone of his response. It is an entirely different matter to express oneself by means of a letter, at least so we think.

Letter writing has not always assumed the importance in business that it does today. It becomes increasingly important that letters be more than a formal communication. They must be written with a view to establishing and continuing good business relationships. Practically all business letters are written with a view of obtaining profit. It is true not all letters are written with the purpose of obtaining an immediate money return but collection letters do obviously have this as their direct intention. When a person sends an order for goods; when he answers a complaint; when he applies for a position, in all these and a dozen other cases he is likewise aiming at a result that shall be commercially profitable to himself. Hence we may assume that business correspondence is distinguished from other branches of letter writing chiefly by the fact it has, as its main purpose, profit.

Profit necessarily involves action. The word profit is derived from Latin words meaning "to do" and "for." Our letters mean we want men to do things for us and to accomplish this we use a flexible and powerful weapon, the English language. It has been well said that business correspondence is the art of using words so as to make men do things.

Many businesamen are convincing talkers but as correspondents they carry a low rating. Some sentences that sound well when spoken are crude in the extreme when set down in black and white. "Talk," we do not want in a letter; it must be based on facts that stick out so plainly they cannot be missed. Our letters must be our representative and must speak for us, giving the effect of our personality. This is possible if sufficient thought and self-criticism is given our communications before they are signed and mailed. I repeat, your letters are your representative and, as such, should give the same effect your own personal contact would. Whether you like it or not, you are judged by the quality of your letters.

If the opportunity were provided for each of us here to take on the same assignment of personally contacting a customer to collect an account, there would be very diversified means used because our personalities differ. Yet the majority of us would write much the same sor of nondescript letter if the matter was to be handled by letter—why? Because we are able to carry that dominating factor, personality, into our personal calls but drop it and hide behind outmoded stereotyped phraseology in our letters. Therefore, you cannot afford to overlook personality in correspondence as it is the one factor that must be made use of if our letters are to persuade men to do things for us.

There are certain fundamentals that must be considered if your letter is to have eye appeal. First of all the type of stationery to be used. Your letterhead and envelope should give dignity to your letter; use a good bond paper with distinctive printing and not too much of it. In other words, do not try to make your letterhead an advertising medium by splashing across it the names of all executives and the products for sale. Your finished letter should be well centralized on the letterhead. Personally, I prefer a letter with each paragraph indented about ten spaces. Some people prefer to commence each paragraph at the left hand margin, using what is termed the block style. This form is also considered correct.

Punctuation Is Important

Paragraphs should not be too long but, whether long or short, each one must mark a step in the progress of the composition. A good rule to follow on paragraphing is to determine whether the thoughts contained in the entire paragraph could be condensed to one complete sentence; if so, your paragraph is correct. Punctuation is important and, while I do not feel qualified to discuss this particular phase of letter writing. I am sure you all know sufficient about this topic to give the proper emphasis to your letters. A capable stenographer or secretary will probably know more about it than any of us. If your secretary cannot spell words properly or use the correct punctuation, I suggest you find one who can. Unless your signature is completely legible it should be typewritten either immediately below where signed or at the lower left hand corner of letter. Correct use of your customer's name and initials is a must. Many letters get away to a bad start with the reader due to just such a careless mistake.

In credit work we emphasize the importance of the three "C's"—Character, Capacity, and Capital. Not always do we find all three requisites present when judging a credit risk but we insist that at least one or more must be evident before credit is granted. Perhaps, due to the fact that most of my business experience has been in credit work, I have chosen as a formula for credit and collection correspondence not three but five "C's"—Clearness, Correctness, Conciseness, Courtesy, and Character. Rarely do we find all five "C's" incorporated in a letter but when we do, we have the pleasure of beholding a letter that is a credit to the writer and the firm he represents.

Clearness means your letter should be written in such a manner the whole meaning is understandable and what is more important is that the meaning cannot be misunderstood. Avoid creating an obscure or vague meaning. Leave no doubt in the reader's mind of the information you are conveying. Many letters carry muddled sentences that distort the meaning intended. This fault stems from sheer carelessness. It occurs because the writer does not spend sufficient time and effort to formulate his statements carefully. Here are a few samples taken from adjustment letters: "This acknowledges your letter of February 10th regarding the medium weight lawn mower which has been placed in our files." (Some files!) "Being marked down to half price you will understand our position in this matter." (Do you mark your customers down to half price?) "You will find us unsurpassed in service, merchandise and prices." (At least he has been warned about the prices).

Or the following taken from a collection letter: "I shall await your reply in the enclosed envelope." (A neat trick if you can do it.)

Words are delicate instruments; properly used they will transmit your ideas accurately, carelessly used they make you sound ridiculous. Correctness means correct set-up of your letter, proper centralization on your letter, head, good grammar, proper spelling and punctuation and correct use in general of the English language. Credit and collection correspondents should be careful of this, the second "C." Occasionally their letters are produced as evidence in court, therefore, correctness as to information contained relative to statements made, dates and figures, is essential.

I am indebted to the author, Wm. H. Butterfield, who wrote How to Write Good Credit Letters for the following verse:

A letter written in careless haste,
Is paper and postage gone to waste.
Whenever I see a misspelled word,
I soon lose faith in the one who erred.
Though the writer improves upon my name,
The change annoys me just the same.
I find that faulty punctuation,
Complicates the situation.
I despise the man intent on speed—
The one whose signature I can't read.
If letter writers were just half bright
They'd stop to get the little things right.

Avoid verbosity but don't spoil your letter by trying to be too brief.

In our haste to keep as closely as possible up to date with our correspondence many of us either write letters

WRITE FOR LOW-COST TEST-PLAN

25th success-year with Sears, Roebuck; Jordan Marsh; May Co.; and other top stores, large and small.

For ace Akron store, our unique make. fashion approach opened

11,000 NEW ACTIVE ACCTS.

or 50¢ each

3000 New Accts. opened for Goerke's, N. J. +301,000 bought during the first year alone

WE REVIVE 50% 10% INACTIVES

3725 (50%) Inactives in famed Texas store *241,000

Yes! Compare with any other way!

LESTER Brozman AND CO.

so brief they fail to convey our thoughts or indulge in the use of long meaningless sentences that confuse the recipients. Short paragraphs and sentences are essential. Keep out meaningless words, instead include by the use of short sentences all pertinent information. An example of saying it the hard way is the following extract from a letter. Please note this is all one sentence. "All of us here appreciate the fact that your account which has been inactive for the past several months was recently used again, not so much because it means increased business for us, although we are of course grateful for your patronage, but even more because it meant that an old friend had returned to us." Unscrambled this long sentence could read, "The use of your account the other day made us very happy. We appreciate your patronage of course but the renewal of your friendship pleases us even more."

Every inquiry, in fact every letter, received by you is an opportunity to build goodwill. Nothing creates as favourable an impression as a courteous prompt reply. Consider the customer's point of view; write to him not John Public. Make him feel your greatest desire is to be of service to him.

Except for the conjunction "and," which works overtime in all business correspondence, the first pronoun "we" is probably the hardest working word in most letters. Develop a "you" in your attitude, forget the "we." Try to impress your customer that his inquiry or problem and the successful solution of it to his satisfaction is the thought uppermost in your mind. Application of the golden rule is courtesy.

Character is not only the most important "C" in credit, it is also the most important in Correspondence. Your letters are you, make them fit representatives. Be original, avoid stereotyped phrases, and bring your personality to the fore. In many instances correspondence is the only contact your company has with its customers. The impressions created by your letters can be either good or bad. If a letter to which your name is signed is as it should be, representative of your character, then the mental picture received from it is a credit to you. If your letters are full of phrases that have whiskers such as: "May I take the liberty;" "Your valued request;" "Permit me to

state;" "Kindly be advised;" "Yours of the 21st instant;"
"our records indicate," and many other such opening remarks have no character. On the other hand, if you conclude your letters with "Hoping," "Trusting,"
"Awaiting," "Beg to remain," and so forth also lack character. You must have individuality, directness, tact and sincerity incorporated in your letters if they are to have character.

Use simple words, words you have reason to believe your reader will understand. Actually a long word should only be used when it expresses the writer's thought more clearly than a short one. You would not think of taking a sledge hammer to drive a brad to hang a picture; the same principle applies to letter construction. Do not force a reader to go back over your message to dig out the meaning, he will resent it if you do and rightly so.

People are basically honest and until such time as dishonesty is proven to your satisfaction, your letters should be worded with dignity and character, giving the customer the benefit of the doubt. In short, treat him as you would wish to be treated under similar circumstances. When you step out of character, as many of us do in dictating, you lose the knack of honest persuasiveness and the result is a hollow sounding letter lacking in a spirit of friendly service.

On the other hand, if you have a bad day and you feel like writing a biting or sarcastic letter to a trouble-some customer, do so, get it off your chest. Dictate it, have it transcribed, read it, try to improve on it and throw it in the waste basket, where it belongs. You will feel better and can then sit down and write a conciliatory letter that will be a credit to you.

Some years ago I wrote a customer requesting particulars of a small balance outstanding in his account for some months. He replied telling me the whole story. Here it is:

You have no idea how much pleasure it gives us to write this, the fifth letter regarding the matter of a little cracked shade.

Now we will go over it all again and try to make it all very clear.

We purchased an electric stove and the shade belonging to the light over same was cracked. We wrote your firm and in a day or so received another shade for which we were charged \$1.13.

The same day as we received the replacement, your Mr. Sellmore called and when told about the matter he explained that we must return the cracked shade and then we would be given credit for same, so Mr. Sellmore took the dear little shade under his arm and himself took it into your office, asking that we receive credit for same.

Now, evidently some dumb mutt in the office made a little error because in a day or so we received not the Credit Note as promised but another little shade (for which we were not charged). On Mr. Sellmore's next visit we told him all about it and Mr. Sellmore was very angry (you know Mr. Sellmore) so he bundled up the little shade intending to take it with him but this time Mr. Sellmore forgot the shade.

Now we have kept this shade very carefully awaiting Mr. Sellmore's next visit but as we have not seen him for a couple of months we are taking the liberty of sending you this shade by Express Collect.

Now you will notice that this shade is not cracked, but if in order to straighten your books you must have a cracked shade returned, please send it back to us and we will crack it for you.

We trust that this clears the matter up, but if there is any doubt about anything, don't hesitate to write us.

Yours very truly

Perhaps you have come to the conclusion that I have wandered away from my subject and have discussed letter writing in general rather than credit and collection letters. The point I wish to stress is that if you can and will write a good letter paying attention to the basic principles, you will have no trouble with credit and collection letters. I do not agree with the line of thought that credit and collection letters are more difficult than any other branch of business letter writing. The same people who are having trouble with this type of letter would in my opinion be in just as much difficulty writing sales, adjustment or any other type of letter. In other words, their mental attitude toward this phase of their work is wrong possibly due in part to lack of desire to really make a study of this problem.

Volumes could be written suggesting various approaches, in fact going so far as offering sample letters, but would such letters make you a better correspondent. I think not, but a little clear thinking and a new approach if you are unhappy about this subject will develop some startling results. The Royal Bank's monthly letter of June, 1950, concisely refers to credit and collection letters in this way. The Credit Letter has two forms: the letter granting credit and the letter refusing it.

In the first type, the writer does not merely state terms and conditions. He has an opportunity to make it a sales letter, telling the customer about the superior goods and services of the firm, in a friendly, thoughtful way. The second letter, refusing credit, is more ticklish. It must refuse the application in a tactful way, all the while attempting to get the customer's business on a cash basis. The writer can point out the advantages of cash buying, such as discounts, and freedom from monthly bills. The "you" attitude can be sincerely expressed. But don't preach. Collection letters have two purposes. One is to get the money, and the second is to keep the patronage of the customer. The writer can concentrate on the "you" viewpoint by showing that it is to the customer's advantage to pay.

OUR NEW ADDRESS

National Retail Credit Association 375 Jackson Avenue St. Louis 5, Missouri

FOR THE SMALLER BUSINESSMAN Sales Promotions—Office Procedures Credit & Collection Problems

Collecting the Account

IN OUR DISCUSSION of credit procedures for the smaller businessman we now come to a discussion of collections. Of course, the desired end of all credit extension is collection. Until the money is paid by the customer the transaction is not complete. Prompt collections are a vital feature in any business. Profits depend upon the number of times a merchant turns over his capital. Slow payment of accounts means smaller profits.

Probably 90 per cent of the habitual slow pay accounts on the books of the average merchant were made so by the laxity of the merchant in enforcing prompt payment. This laxity may arise from timidity, an unwillingness to seem to offend the customer, or because it is believed that enforcement of terms will hurt volume. Roughly 5 to 10 per cent of the accounts of the average store require some collection work at one time or another. It is necessary for the merchant to set up a definite collection policy, and to follow it closely. There is no doubt that the longer an account remains unpaid the more unlikely will be its ultimate payment. This rule of diminishing value of accounts as they become older, seems to be true in all kinds of businesses.

Customers can be trained to pay promptly. In the early months particularly, every effort should be made to impress on the customer that bills should be paid promptly. With those customers who encounter real financial difficulty a cooperative and considerate arrangement for payment should be made.

Bill Promptly and Accurately

It is important to send monthly statements to customers as quickly as possible after the close of the billing period. Many families, sincerely anxious to pay their bills promptly, immediately pay those that arrive first. Then, funds run out and late arriving bills often must wait for the next pay period. Accuracy in billing also tends to encourage prompt payment because errors involve a letter or call to the store and a delay while correction is made.

If the customer understands the credit terms, payment should be made accordingly. A grace period of at least 15 days is usually allowed for the customer's convenience, but the first collection notice should be sent no later than 15 days after that time expires. In the earlier stages of past-dueness it is both economical and efficient to use an "impersonal" approach. Stickers and statement inserts, available from the National Office, are inexpensive and impersonal and also carry the prestige of the N. R. C. A.

A simple system should be devised to make sure that every past-due account is followed regularly. Collection reminders should be sent at 15 day intervals. After the third reminder, or 45 days after the expiration of the grace period, the account should be analyzed to determine the best next step.

Such pertinent factors as these should now be considered: length of time the account has been on the books, value of the account to the store both in terms of volume, and the degree of responsibility represented. Serious consideration should also be given at this point to the desirability of withholding further credit. The next collection step might be a pleasant, courteous, but insistent letter, asking for reasons why the bill has not been paid. Or, it might be a stern and straight-forward letter if it be an account of limited responsibility.

The telephone is of immense value in collection work. Telephone conversations with the customer bring out definite reasons for non-payment and specific promises. Such promises should be closely followed-up if not fulfilled. Many stores follow the practice of utilizing every monthly statement on which there appears an unpaid brought forward balance, to carry a collection message. Collection routines and procedures are frequently discussed in The CREDIT WORLD. Examples of successful collection letters in actual use are shown. These should be carefully studied and the ideas contained in them adapted to individual use. Successful collections depend upon regularity and persistence. A customer will respect the merchant who insists on prompt payment, frequently paying him first. A firm collection policy is best for both customer and store in the long run.

Tax Collections Cost Money

There are several losses brought about by careless collection procedures. When money is tied-up in customer's accounts it lowers working capital. Collection work requires personne!. There are other expenses, such as postage, stationery, etc. Not always as fully realized, however, is the fact that slow pay customers tend to take their current cash business elsewhere. They are hesitant to go to a store where they are in debt. Then too, the possibility of collection decreases as the account becomes older. Some authorities place the vanishing point of profit in accounts receivable at 90-100 days after due date.

A final consideration in establishing a definite collection policy, is the desirability of all credit granters cooperating in building up general respect for credit terms. Smaller merchants can make a real contribution to the improved tone of the whole community regarding credit matters by insisting on accounts being paid as agreed. Next month we shall show several actual collection forms and letters.

15

37th ANNUAL INTERNATIONAL CONSUMER CREDIT CONFERENCE

The Stevens Hotel, Chicago, Illinois, June 25-28, 1951

Tuesday Morning, June 20

8:45-ASSEMBLY-GRAND BALLROOM, Stevens Hotel COMMUNITY SINGING SONG LEADER

9:00-CALL TO ORDER

"Welcome to the Conference"

Clarence E. Wolfinger, Lit Brothers, Philadelphia, Pa., President, National Retail Credit Association

INVOCATION

IN MEMORIAM

9:30—APPOINTMENT OF COMMITTEES:

CONSTITUTION AND BY-LAWS

RESOLUTIONS

CREDENTIALS NOMINATING

(Annual reports of Officers will be published in the July CREDIT WORLD)

9:45-Introduction of:

Honorary Life Members

Members from Other Countries

Exhibitors' Representatives

Chicago Conference Committee

10:15-"Sound Credit, Our First Line of Defense"

Henry H. Heimann, Executive Manager, National Association of Credit Men, New York, N. Y.

11:00-"The Man of Tomorrow"

Arch R. Maulsby, Speakers Panel, Socony Vacuum Oil Co., Kansas City, Missouri.

11:45-Announcements and Adjournment

Official Notice

To All Members of the National Retail Credit Association: You are hereby notified that the 37th Annual International Consumer Credit Conference of the National Retail Credit Association will be held in the city of Chicago, Illinois, June 25, 26, 27, and 28 1951, for the election of officers and four directors at large, and the ratification of directors elected by the respective districts, also the installation of officers and directors and the transaction of such business as may properly come before the meeting.

Officers Whose Terms Expire:

President, Clarence E. Wolfinger, Lit Brothers, Philadelphia, Pa.; First Vice-President, Royce Sehnert, The Wichita Eagle, Wichita, Kan.; Second Vice-President, F. Wm. Johnson, Neiman-Marcus, Dallas, Texas; and Third Vice-President, O. Willard Frieberg, American Trust Co., San Francisco, Calif.

Directors' Terms Expiring in 1951:

Directors' Terms Expiring in 1951:

The terms of the directors for Districts 1, 2, 3, 4, 5, 6, and 7, and four directors a. large expire at the Conference. The directors elected by Districts 1, 2, 3, 4, 5, 6, and 7, will be ratified and installed for two-year terms and the four directors at large will be elected and installed for two-year terms.

L. S. CROWDER

Attest:

General Manager-Treasurer

ARTHUR H. HERT Secretary

Wednesday Morning, June 27

8:45-ASSEMBLY-GRAND BALLROOM, Stevens Hotel

COMMUNITY SINGING SONG LEADER

9:00-RECONVENE

REPORTS OF COMMITTEES:

FINANCE

NOMINATING

CONSTITUTION AND BY-LAWS

CREDENTIALS

9:45-Panel Discussion, "Credit Problems"

Moderator, Royce Sehnert, The Wichita Eagle, Wichita, Kansas

PANEL-Alexander Harding, John H. Pray & Sons, Boston, Mass.

Harold J. Schrupp, Standard Service Tire Co., Inc., Seattle, Washington

W. J. Tate, Charles Ogilvy, Ltd., Ottawa, Ontario

A. C. Wehl, Gimbel Brothers, Milwaukee, Wisconsin

11-00-Appress

11:45-Announcements and Adjournment

Thursday Morning, June 28...

8:45—ASSEMBLY—GRAND BALLROOM, Stevens Hotel COMMUNITY SINGING SONG LEADER

9:00-RECONVENE

9:15-AWARDS

Miss Francie E. Rowe, President, Credit Women's Breakfast Clubs of North America

INTERNATIONAL ACHIEVEMENT AWARDS

Harold A. Wallace, Executive Vice President, Associated Credit Bureaus of America

MEMBERSHIP AWARDS

L. S. Crowder, General Manager-Treasurer, National Retail Credit Association

10:00-Panel Discussion, "Helping Credit Cus-

Moderator, Ralph B. Kearns, Credit Bureau of Wichita, Wichita, Kansas.

PANEL-CREDIT BUREAUS

Thomas Downie, Retail Credit Grantors' Bureau, Ltd., Vancouver, B. C., Canada

Bernard J. Duffy, Credit Bureau of St. Paul, St. Paul, Minnesota

Charles F. Sheldon, Philadelphia Credit Bureau, Inc., Philadelphia, Pennsylvania

PANEL-CREDIT MANAGERS

H. C. Alexander, Belk Brothers Company, Charlotte, North Carolina

David K. Blair, H. Liebes & Company, San Francisco, California

S. E. Collegeman, S. Kann Sons Company, Washington, D. C.

11:00-ADDRESS

11:45-REPORT OF RESOLUTIONS COMMITTEE

ACTION ON FINAL REPORT OF COMMITTEE ON CONSTITUTION AND BY-LAWS

UNFINISHED BUSINESS

ELECTION AND INSTALLATION OF NEW OF-

INTRODUCTION OF OFFICERS

ASSOCIATED CREDIT BUREAUS OF AMERICA CREDIT WOMEN'S BREAKFAST CLUBS OF NORTH AMERICA

12:30-Announcements and Adjournment

Panel

Credit Forum, Monday, June 25, 1951, 2:00—5:00 P.M.

Chairman:

O. W. Frieberg, American Trust Company, San Francisco, California.

Co-Chairman:

Dean Ashby, J. L. Brandeis & Sons, Omaha, Nebraska. Banking and Finance:

Cyril J. Jedlicka, City National Bank & Trust Company, Kansas City, Missouri.

Business:

Paul M. Millians, Commercial Credit Company, Baltimore, Maryland.

Collection Service:

A. L. Hart, Retail Merchants Credit Association, Los Angeles, California.

Credit Bureaus:

George B. Allan, Credit Bureau, Inc., Springfield,

Don H. Puffer, Retail Credit Men's Association, Denver, Colorado.

Credit Education-Consumer:

Franklin Blackstone, Frank & Seder, Pittsburgh, Pennsylvania.

Credit Education-Credit Personnel:

Dean Ashby, J. L. Brandeis & Sons, Omaha, Nebraska.

Department and Apparel Stores:
B. A. Cockburn, The Robert Simpson Company,

Limited, Toronto, Ontario, Canada.
Philip Gleason, Abercrombie & Fitch, New York,

R. M. Grinager, The J. L. Hudson Company, Detroit Michigan.

Rex A. Smith, Ben Simon & Sons, Lincoln, Nebraska.

Furniture, Musical Instruments and Appliances:

A. B. Hunter, The Rudolph Wurlitzer Company, Chicago, Illinois.

W. F. Streeter, Boutell's, Minneapolis, Minnesota.

National Legislation:

Joseph A. White, Harris Stores Company, Pittsburgh, Pennsylvania.

Petroleum:

H. E. Butcher, Cities Service Oil Company, Chicago, Illinois.

Utilities:

Harry S. Hahn, The Ohio Fuel Gas Company, Columbus, Ohio.

Educational Exhibits

Addressograph-Multigraph Corporation Craig Machine, Inc.

Elliott Addressing Machine Company Kellogg Switchboard & Supply Company The National Cash Register Company

Remington Rand, Inc.
Robotyper Corporation
TelAutograph Corporation



Registration Blank

Chicago, Illinois, June 28-28, 1951

Begistration fee \$15.00 for delegates and \$7.50 for wives and members of the families of delegates.

fame

City and State

Will attend sessions of _____ Group

Date and Time of Arrival

My check is enclosed for \$______

Make checks payable to the Associated Betail Credit Men of Chicago and mail to Credit Bureau of Cook County, 30 East Adams Street, Chicago 3, Illinois.

The Outlook for Credit in the Semi-War Economy

RAYMOND RODGERS, Professor of Banking, New York University, New York, New York

BUSINESSMEN, bureaucrats, Wall Street devotees, and experts all agree that 1951 will be a boom year. Never has there been such unanimity in the reading of the economic crystal ball. Such categorical pontification, such certitude in a world of atomic uncertainty seems a little "too much for granted"-a little too pat; and, that is what worries me! As you will recall, in many respects these utterances are reminiscent of December, 1928; and you will also recall how a few months thereafter somebody, or something pulled the rug from under the stock market and how the bottom dropped out of the economy and brought on changes in our political philosophy and economic practices which profoundly affected the course of history. On one thing I am sure we can all agree: The year 1951 will be one of the most crucial years ever faced in American financial and economic affairs.

It is difficult to appraise the outlook for 1951 because of the controlling effects, under present conditions, of international developments. It is doubly difficult because our foreign policy has not yet "jelled." On the one hand, we have Mr. Hoover and his group who insist that we should help only those who are willing to help themselves. This group pointedly asks: How many of the world's problems can America solve singlehanded? On the other hand, we have the grandiose Truman-Acheson foreign policy, which purports to face up to our new world responsibilities but, so far, apparently has only succeeded in getting us more and more involved in the thankless task of intervening in the internal troubles of

Isolation is not Involved

In weighing these opposing viewpoints, you will quickly note, however, that isolation is not involved. The difference is only over what we should do outside our boundaries; everyone agrees that there should not be another retreat to isolationism, another flight from reality such as we have had so many times in the past. Regardless of whether we make our stand in Korea, Formosa, Hawaii, Europe or England, everyone agrees that we must make a stand. In view of this, any consequential improvement in international conditions in the near future seems highly doubtful. On the contrary, it is reasonable to anticipate further deterioration before any real improvement gets under way.

In making your plans on the assumption of increased international tension, however, you should make full allowance for the fact that Russia has the initiative and can end the rearmament race and remove the threat of World War III almost instantly. This is not to be expected; but, it would not be too far afield for Russian strategy to attempt to lull us into a return of our false sense of security for another two or three years. I say this because I am convinced that Russia does not want direct war with the United States; and even if I am wrong, and she does want war, I doubt that it will come

in the immediate future. Do not forget that the Russian Politburo is made up of *realists*, who got there the hard way. They know what they have; and, they know what we have, in fact, even better than we do!

On the assumption that Russia will not directly engage us in war in 1951, what will be the pattern of our economy? Whether we call it a rearmament economy, a fortress economy, a garrison economy, or a semi-war economy, we can be certain that there will be mobilization of manpower and resources under more stringent controls and regulations than ever before. This will be necessary as controls will be much more difficult to enforce than in World War II.

Many of the problems with which Mr. Johnson will have to wrestle did not exist in World War II. For example, consumer durable goods were simply cut back 100 per cent. There was no production, so there was no almost insoluble problem of allocation, rationing, price controls, etc., such as is faced today. Also, labor was not as powerful then; nor did it have the economic pressure of continuing and accelerating increases in the price level which it can present today as moral justification for wage increases. Nor were the farmers as entrenched in those days as they are now. Above all, the mighty righteous rage caused by the Pearl Harbor infamy and the great patriotic fervor which characterized that period of allout war are not present today. In addition, the inflationary pressures on the demand side are much greater now than in the previous period. We have to struggle with the cumulated effects of the financing of the last war while preparing for the mortal danger which now confronts us.

Reduction in consumer durable goods will greatly increase the problem of controlling inflation. However, it should be noted that the over-all reduction in the civilian economy will not be as great as most people expect. In his budget message, the President requested for fiscal 1951-52, \$41 billion for direct military purposes, \$7.4 billion for aid abroad, and \$1.2 billion for accelerated development of atomic weapons. These are enormous sums but they will be considerably less than 20 per cent of the expanded supply of goods and services which the economy will produce under the lash of rearmament! In other words, the civilian economy will still get more than 80 per cent of a greatly increased gross national product.

Personal Consumption Expenditures Exceed Estimate

In dollar terms, personal consumption expenditures in 1951 promise to exceed the \$190 billion estimated for last year. Other than 1951, no such dollar figures have ever even been approached in peace, or war! More specifically, personal consumption expenditures in 1929 were \$78.8 billion; in 1933, \$46.3 billion; in 1941, \$82.3 billion; in 1946, \$146.9; and in 1948, \$177.4 billion. Despite this prospective over-all high standard of living, which assumes, of course, that the economic stabilizers in Washington will not lock up the economy and throw the key away, there will be shortages of many goods de-

pending on government purchases, cutbacks and allocations, and, of course, on the ability of manufacturers to find substitutes for scarce and forbidden materials.

In the months ahead, you are going to hear a great deal about the "serious shortage of labor": and, for some, it may even become a firsthand problem. But so far as the total economy is concerned, the labor "shortage" can be largely solved by lengthening the present average work week of 41.5 hours any time the Washington Administration decides to face up to it. A five-day work-week with full holidays and plenty of strikes is certainly not what the economist has in mind when he uses the term "labor shortage"!

While it is true that we enter the rearmament drive with only a fraction of the 8,100,000 unemployed which we had in 1940, the number of available workers is considerably greater than the unemployment totals indicate For example, it is estimated that only 82 per cent of our men now have jobs whereas the total in World War II reached 88.5 per cent while comparable figures for women are 32 per cent and 35 per cent. In the teen-age group, from 14 to 19, we had 50 per cent more working during World War II than we have today. So, we are a long way from the bottom of the manpower barrel, either in terms of workers or hours worked per week!

Analysis of the President's Messages gives a good idea of the plans the Administration has for the economy for the next year or so. He proposes, as the first imperative, the creation of large enough armed forces and manufacture of enough military equipment and supplies to carry us through the first year of a full-fledged military commitment. This is the army of 3,500,000 men of which you have heard so much.

Expansion of Productive Capacity of Country

As the second imperative, Mr. Truman lists expansion of the productive capacity of the country, particularly the specialized facilities, so that we shall be able to produce much greater quantities of war goods in short order if a major war develops. Present corporate plans contemplate private capital outlays of \$21.9 billion this year. This means that in terms of 1951 dollars they will expand plants and equipment 21 per cent more than in 1950 and 14 per cent more than in the peak year of 1948.

The third imperative advanced is a sharp acceleration of the stockpiling program. Whereas, only \$438 million was spent for stockpiling during the fiscal year 1949-50, \$900 million is contemplated for the current period, and \$1,300 million of stockpiling is planned for fiscal 1951-52. You who are responsible for long-range planning should ponder these Presidential recommendations carefully as they indicate that the high level of rearmament activity will not last more than a couple of years if a

Reading this publication carefully and regularly will contribute to your success as a Credit Executive.

major war does not break out. This is so at variance with the indefinite period, the forever and ever talk, which we hear so much that I repeat it in different words. Once we have enough equipment for the one-year-emergency armed forces now being formed, and enough general and specialized productive capacity to carry a full war, and adequate stockpiles of critical and strategic raw materials to meet the excess needs of full scale war production, a decline in rearmament activity should be anticipated.

Controls, More Controls and More Controls

All of us, Democrats and Republicans, capital and labor, taxpayers and bureaucrats, particularly bureaucrats, should ponder the President's imperatives carefully from the standpoint of the inflationary pressures they will generate. Put in simple terms, the present boom, which is the greatest we have ever known, is to be succeeded by a rearmament boom plus a capital goods boom plus heavy stockpiling plus a controlled civilian boom.

This means controls, and more controls, and ever more controls! Widespread use of drastic direct controls on prices and wages will be necessary if any serious effort is to be made to halt the inflation process. Since, under present conditions, such controls will neither effectively reduce demand nor increase supply, it will be necessary to implement and supplement them with drastic action in the fields of government expenditures and of taxation.

Likewise, since general credit control, that is quantitative credit control, is impossible because of the necessity of central bank support of the government bond market, qualitative credit control will be expanded. Regulations T, U, W, and X will undoubtedly be further tightened. Unpalatable though it may be to you, I would be less than frank if I did not say that in my opinion the requirements of Regulation W will be considerably stiffened; the loopholes will be plugged, in particular open book accounts will be brought under it, and other steps will be taken so that it will accomplish its aim of reducing the inflationary pressures arising from the unprecedented consumer credit expansion of 1950.

Even bank credit extension to business will probably be brought under some sort of qualitation control or a new type of quantitative control before the year is out. Whether by Mr. Eccles' special reserves or some other device, some method of restraining bank credit expansion will probably be attempted unless there is a drastic change in trend in the rate of bank credit growth.

The year 1951 will be marked by a great increase in controls of all kinds. It will be difficult, if not impossible, to make most of them work because we do not have the patriotic fervor we had in wartime. The inflationary pressures will be unprecedented and in the absence of positive efforts to reduce government spending and substantial increases in taxation, including some sort of sales or spending tax, further price increases seem inevitable. Throughout the year, most of the talk will be about rearmament, stockpiling and government orders but more than 80 per cent of the economy will still be devoted to civilian goods. Broadening and tightening of credit controls are inevitable.



Two Outstanding Speakers

Biographical sketch of two outstanding speakers who will appear on the program of the general sessions at our 37th Annual International Consumer Credit Conference, The Stevens Hotel, Chicago, Illinois, June 25-28, 1951.



H. H. Heimann

Arch R. Maulsby

ARCH R. MAULSBY is a graduate of Cornell College, B.A., B.D., thirty years a salesman, sales promoter, trainer and manager and is still following his chosen profession. He is, at present, a member of the speakers panel, Socony Vacuum Oil Co., Kansas City, Mo. His study of economics and history, and intense interest in human relations, have given him a rich background. His simple, yet profound, presentations make a lasting impression upon his audiences.

He is a keen student of world economy. He asserts that responsibility for establishing a sound national and global economy, the basis for world peace, rests on the shoulders of the men and women along the main streets of a democratic America. He is convinced that one of the most important men in America today is a world-minded salesman. International mass distribution is necessary for the perpetuation of national mass production on a free enterprise basis.

He has addressed hundreds of organizations and trade groups such as Retail Hardware Dealers, Feed Manufacturers, Savings and Loan Companies, Insurance Agencies, Laundry Owners, Retail Coal Dealers, Botchers, Textile Manufacturers, Automotive Service Associations, Oil Men, Bankers, Chambers of Commerce, Editorial Groups, Lawyers, Real Estate Boards, Service Clubs and Church groups. Mr. Maulsby will address our morning session at 11:00 A.M., Tuesday, June 26, on the subject "The Man of Tomorrow," and it is directed at the core of current problems facing America today.

Hotel Rates

Here are the hotel rates for The Stevens, our official conference hotel. All reservation requests should be directed to Dixon O'Brien, Reservation Manager.

Single room, one person-

\$5.00, \$5.50, \$6.00, \$6.50, \$7.00, \$7.50, \$8.00, \$8.50, \$9.00, \$10.00, \$11.00

Double room with double bed, two persons-

\$8.50, \$9.00, \$9.50, \$10.00, \$10.50, \$11.00, \$12.00, \$13.00, \$14.00

Double room with twin beds, two persons-

\$8.50, \$9.50, \$10.00, \$11.00, \$11.50, \$12.00, \$12.50, \$13.50, \$14.00, \$15.00

Suites, comprising living room and bedroom— \$18.00, \$20.00, \$24.00, \$30.00, and up.

HENRY H. HEIMANN was educated at St. Mary's College, Kansas and St. Louis University, St. Louis, Mo., where he received his law degree. Although never a candidate for public office he has had considerable experience in public affairs. In 1934 he was loaned to the government to assume the position of chairman of the United States Shipping Board. He served on the original committee for the NRA. He is a charter member of the Business and Planning Council of the Department of Commerce which was established in 1933. He has served the government in various other capacities and on several occasions was tendered a post as an Assistant Secretary in one of the government departments. In World War II he served the Navy, holding the rank of Captain. All of these services for the government were performed at various times during his connection as Executive Manager of the National Association of Credit

Excellent Business Career

He entered business as a young man, beginning in the accounting field. He served successively as credit manager, auditor, treasurer, and vice president of a nationally known company. His business career was highly successful and his experience covers a period of 15 years in private business. He has written hundreds of articles for various trade publications as well as magazines of general circulation. His articles have been published in Reader's Digest, American Magazine and Nation's Business. He writtes the Monthly Business Review which has a circulation of 30,000 copies per month. His writings and addresses have been the subject of many editorials.

He has addressed many and varied organizations and his addresses are always, factual, forceful and hardhitting. He can always be depended upon to come through with practical suggestions as he is one of the nation's outstanding trade analysts and economists.

Mr. Heimann has been the Executive Manager of the National Association of Credit Men for 16 years. This Association has a membership of more than 30,000 and is the largest organization of its kind in the world. The members of the organization come from the fields of banking, wholesaling and manufacturing. The head-quarters are at One Park Avenue, New York, N. Y. It has affiliated units in 130 major cities in the United States, one in Honolulu and one in Manila.

The National Retail Credit Association is honored to have Mr. Heimann address our annual conference, on the subject "Sound Credit, Our First Line of Defense," at 10:15 A.M., Tuesday, June 26.

National Membership Activities

Roll of Honor

Here is the roll of New National Units which have been organized since June 1, 1950:

City	Date	Number
Carrollton, Texas	Aug. 19, 1950	17
Lewisville, Texas	Aug. 19, 1950	15
Salt Spring Island, B. C.,		
Canada	Aug. 25, 1950	11
Bainbridge, Georgia	Aug. 29, 1950	26
Merced, California	Sept. 21, 1950	71
Kimberly, B. C., Canada	Nov. 8, 1950	43
Burlingame, California	Nov. 15, 1950	112
South Gate, California	Nov. 21, 1950	27
Tracy, California	Nov. 29, 1950	24
Raymond, Washington	Dec. 11, 1950	60
Kitchener, Ontario,		
Canada	Dec. 26, 1950	32
Renton, Washington	Jan. 3, 1951	13
San Jose, California	Jan. 3, 1951	184
Madera, California	Jan. 8, 1951	28
Ventura, California	Jan. 12, 1951	8
Palo Alto, California	Jan. 15, 1951	123
Stockton, California	Feb. 5, 1951	10
Redwood City, California		48

Old Associations reporting 10 or more new members since June 1, 1950 to March 16, 1951:

since June 1, 1950 to March 10, 1951:	
District	Members
1 Bridgeport, Connecticut	19
Springfield, Massachusetts	40
Providence, Rhode Island	23
2 Trenton, New Jersey	30
Elmira, New York	11
New York City, New York	91
3 Orlando, Florida	19
Atlanta, Georgia	23
4 Johnson City, Tennessee	39
Knoxville, Tennessee Nashville, Tennessee	33
Nashville, Tennessee	11
5 Toronto, Ontario, Canada	15
Cleveland, Ohio	17
6 Winnipeg, Manitoba, Canada	17
Des Moines, Iowa	23
Minneapolis, Minnesota	19
7 Wichita, Kansas	21
Kansas City, Missouri	60
St. Joseph, Missouri	13
St. Louis, Missouri	29
8 Amarillo, Texas	12
Beaumont, Texas	354
Dallas, Texas	431
Galveston, Texas	213
Houston, Texas	16
Irving, Texas	11
Waco, Texas	121
9 Denver, Colorado	86
Pueblo, Colorado	15
Albuquerque, New Mexico	35
Salt Lake City, Utah	58
10 Calgary, Alberta, Canada	129
Edmonton, Alberta, Canada	18
Chilliwack, B. C., Canada	23
Haney, B. C., Canada	27
Mission City, B. C., Canada	16
Prince Rupert, B. C., Canada	38
Vancouver, B. C., Canada	70
Moscow, Idaho	15
Butte, Montana	32

Distr	ict	Members
	Coos Bay, Oregon	11
	Portland, Oregon	63
	Longview, Washington	47
	Seattle, Washington	53
	Spokane, Washington	59
	Tacoma, Washington	29
11		141
	Los Angeles, California	55
	Oakland, California	18
	Sacramento, California	10
	San Francisco, California	73
	Honolulu, Hawaii	13
12	Washington, D. C.	55
	Baltimore, Maryland	61
	Silver Springs, Maryland	12
	Philadelphia, Pennsylvania	83
	Pittsburgh, Pennsylvania	148
13	Madison, Wisconsin	283
13		

New members reported by Districts from June 1, 1950 to March 16, 1951:

Distric	t								A	dember
1										125
2										173
2 3										116
4										147
4 5 6 7										119
6										104
7				*				*		160
8		*		×		*				1,299
9				*						217
10		*		*		*				906
11		*			*	*	*			1,051
12	*									493
13			*		*		*			580
	Tota	al								5,490

District 10 has, for the past 10 years, reported the largest number of new members. At this writing it is in third place. The district, however, still maintains the lead in the total number of new members. Leaders in that district are driving for new members and are confident they will be near the top at the close of the campaign in May.

It is gratifying to report that we have made the largest gain in membership in the history of the National. New members for the year will exceed 6,000 and total membership will be close to 31,000. Our appreciation goes to all members who have made this fine showing possible.

Dallas Membership Progress

As one of the founders, the first president, and an Honorary Life Member of the Dallas Credit Managers' Association, it gives me a great deal of pleasure to report from that city a total of 431 new members since February 1. J. E. R. Chilton, Jr., and Howard Chilton, owners and operators of the Retail Merchants Association, which celebrated its 50th anniversary in 1947, recently included in the contract for bureau service dues of the National and State Associations. More will be heard from them in the way of new members before the close of our fiscal year.

Congratulations Dallas, and thanks Ed and Howard Chilton. More power to you!—L. S. Crowder.

Credit and Business Education in Canada

J. R. GILLEY, Associate Director, University Extension, University of Toronto

TODAY there is a real awareness in business, industry and Government for the need of trained men and women. Enlightened executives have a realization that the enduring success of a business or government department depends upon the degree to which every person having a part in it is made to feel important to the undertaking. Educators, businessmen and government officials are banded together as never before in organized joint effort to promote programmes of education and training. Our responsibility in this regard is greater than ever before in history.

Fortunately there are ample and freely available educational resources in Canada directed to providing the opportunity for self-realization, human relationship, economic efficiency and civic responsibility. Through the Canadian Credit Institute, credit men have been and are now playing their full part in this important field of education. The Institute owes its inception in 1927 to the vision and efforts of the officers of the Canadian Credit Men's Trust Association. Briefly stated its purpose is to promote a proper and continuous study of all matters relating to mercantile credit and to set a standard of education that will place graduates on a recognized high plane of efficiency and ability.

From the very beginning the University of Toronto, together with universities in Western Canada, gave sympathetic cooperation, with the result that a sound educational programme was established. Dr. W. J. Dunlop of the University of Toronto undertook to provide, through the facilities of the Department of University Extension, correspondence courses on a high level. There is a Junior and Senior Course in which students study and write examinations in the following subjects:

Accounting
Business English
Commercial Law
Credits
Collections

Psychology Salesmanship Retail Credit Retail Trade

Successful students in the Junior Course are awarded the designation, "Associate of the Credit Institute" (A.C.I.), and in the Senior Course, "Member of the Credit Institute (M.C.I.). A large number of graduates now occupy responsible executive positions in business and industry. The administration of these courses is only part of the educational programme. The Institute recognizes that education is a continuing process and consequently every encouragement is given to the chapters across Canada to promote lecture courses on subjects of interest and value to the Credit profession.

All chapters in 1950 report a year of achievement in their educational programme. Members of the Vancouver chapter gave personal attention to every student. They also introduced the use of the case method by the study of credit cases. It is hoped eventually to incorporate a record of these cases into a reference manual for credit executives.

The Toronto chapter in cooperation with the Canadian Credit Men's Trust Association (Ontario Division) have

arranged lecture courses of eight lectures on Business Administration which have been highly successful with enrolments as high as 540 in one course. Educational activities of other chapters in Calgary, Edmonton, Winnipeg and Montreal have been equally successful. The monthly bulletin published by the Institute is also part of their programme. Topics of interest to all those engaged in mercantile activities are presented and in various ways these bulletins could operate as a kind of postgraduate course and be retained as a ready reference library. Year after year the Institute continues to follow the path marked out for it in making possible, for those aspiring to be credit executives, an education in some of the fundamentals of business, particularly with regard to the extension and management of credit.

In 1950, the Institute, as an additional incentive to students and to show appreciation of outstanding work, set up a President's prize in the following terms: "That the Institute provide annually a President's Prize of \$50.00 in cash and an appropriate medal to be awarded to the student who in one year completes with Honours the Course for the M.C.I. Degree, taking the highest marks in the whole Dominion."

Another award is to be known as "The Credits and Collections in Canada Bursary," and has been made available from the surplus accruing to the Institute from the original sale of the book of this title. Two \$25.00 bursaries are to be awarded, one to each student obtaining the highest marks in Senior Credits and Senior Collec-The Institute not only conducts a most comprehensive educational programme but it also makes use of current methods of instruction: correspondence courses: lectures on special phases of business; visual aids; discussion groups; the case method; personal coaching of students; article contests; arranging programmes for conferences; publication of bulletins; awarding prizes and encouraging members to take lectures in advanced subjects where ever available at the various university centres. What a splendid record of achievement in Canada!

I have pointed out that, in Canada, educators, businessmen and government officials are working together in a joint effort to provide educational facilities. It should be observed that in recent years there has been a marked expansion in the in-plant educational and training programmes for all personnel of large corporations. This has made desirable the appointment of a full-time Director of Training in many large firms.

For their mutual benefit these officials have organized their own association, known as The Ontario Society of Training Directors, which is a non-profit Society devoted to the improvement of job performance through instruction. Trade organizations and Service Clubs are also alive to the lasting benefits of self-improvement in the individual through the means of adult education, which can be either formal or informal. This type of education is one of the main strengths of democracy and it is interesting to note that the President of the Canadian Association for Adult Education is a banker.

Leadership is now being given by business and industry in providing stimulating and provocative material for the thinking man. Such organizations as the Canadian Chamber of Commerce and the Royal Bank of Canada send out monthly letters which are widely read and frequently quoted. Business firms and Service clubs have been generous in providing excellent radio musical programmes of a high cultural standard and in developing talent throughout the Dominion. One could go on giving further examples that would illustrate the wide variety of effective forms of informal adult education.

What is government doing? It is not too much to say that the administration of government affairs today is big business, when the budgets of the federal and provincial governments in Canada are taken into account. For our population the total is a staggering amount. It is not surprising, therefore, that three years ago the Institute of Public Administration of Canada was established, mainly through the efforts of Dr. Chester Walters, Deputy Provincial Treasurer and Controller of Finances, Province of Ontario. The Institute is a learned society. open to members of the public service in Canada, to university professors and to others who are interested in the science and practice of Public Administration. Its fundamental aims are to improve the efficiency of the public service, to develop the principles and technique of public administration and to promote a well-informed public opinion. A worthy set of aims indeed! The Institute, at its annual meeting last September, gave unanimous approval to the formation of an Education Committee, which has assumed the responsibility for the whole question of research in Public Administration as well as for the educational programme.

Let us turn to the part played by the University of Toronto, a provincial university, in meeting the needs of education in the field of business and industry. Other universities have similar courses but each university has its own peculiar strengths and resources. Because of its relative seniority among Canadian universities and its central geographical location, the University of Toronto has become an institution of national as well as of provincial significance. Last year the Institute of Business Administration was established which absorbed the Institute of Industrial Relations.

Graduate Degree, Master of Commerce

Graduate work leading to the degree, Master of Commerce, is given by the staff of the new Institute. Graduates enrolled for part-time study at night may also work towards the Master of Commerce Degree. The standards of this group are so high the full-time day students are extended to maintain an equal level of proficiency. Besides giving lectures in the undergraduate course of Commerce and Finance the staff of the Institute conducts non-degree evening conferences in Human Relations, Industrial Relations, Personnel Psychology and Special Problems in Small Business.

Under the Extension Department there are many courses offered relating to business and industry. There are courses in all levels in industry; special ones for executives, supervisors, graduates and non-graduates and full daytime courses as well as a wide range of evening courses. Every attempt is made to keep abreast of the requirements of industry in our rapidly expanding economy.

TESTED CREDIT and COLLECTION LETTERS

By WILLIAM H. BUTTERFIELD

Author of 13 Other Outstanding Books on Letter Writing

Here it is! The booklet credit executives have been waiting for! It contains 100 complete letter specimens that boost credit sales, build good will, and collect past-due accounts.

This booklet consists entirely of letters, organized for quick, easy reference. It gives you a variety of effective account-solicitation letters . . . "thank-you" letters for patronage and for prompt payment . . . inactive-account letters that bring back lost patrons . . . letters inviting suggestions from customers . . . and letters that collect slow accounts while holding customer good will.

Here is a booklet that solves many of your daily letter-writing problems . . . quickly, easily, and successfully . . . by giving you just the right letter for credit promotion or collection mailing.

Forty-three leading retail firms have cooperated with the author in producing this valuable booklet. Order your copy now.

\$2.00

NATIONAL RETAIL CREDIT ASSOCIATION

Shell Building . . St. Louis 3, Mo.

CREDIT = FLASHES

Philadelphia Credit Women Organize

On February 21, 1951, the Hotel Warwick, Philadelphia, Pennsylvania, was the scene of an important event in the retail credit world. The newly organized Credit Women's Breakfast Club of Philadelphia held a dinner meeting for the purpose of installing their officers for the first term. Officers are: President, Constance Dozier, Gimbel Brothers; Vice-President, Majorie Fales, Charga-Plate Association; Secretary, Dorothy M. Dolan, The First National Bank of Philadelphia; and Treasurer, Mary Gillespie, N. Snellenburg & Co.

The officers were installed by Francie E. Rowe, Washington, D. C., President, Credit Women's Breakfast Clubs of North America. The club was signally honored in having as their toastmaster, Clarence E. Wolfinger, Credit Manager, Lit Brothers, Philadelphia, and President, National Retail Credit Association. Emma Gehris, the new President of the Mid-Atlantic Council, of which

Philadelphia is a part, was also a guest.

William Stockton, General Credit Manager, Atlantic Refining Company, was the speaker of the evening. In addition to members of the club, leading credit executives, members of the Credit Manager's Association of Philadelphia, were also present. These men were instrumental in arousing the interest of the women in organizing this club, which should play a significant role in the credit picture of the city. The motto of the Credit Women's Breakfast Clubs is "Faith, Vision and Courage," and as education is the primary purpose of the Breakfast Club, it will be interesting to watch the further growth and development of credit in Philadelphia.

Position Wanted

CREDIT MANAGER, 20 years' experience with excellent record of achievement in operating, setting up and organizing credit departments. Unusual public relations record with credit organizations and general public. Free to locate in any area. Box 4511, The CREDIT WORLD.

MORE SALES ... Through Charge Customers



Coming District Meetings

District Five (Ohio, Michigan, Ontario, Canada, and Kentucky) and District Thirteen (Illinois, Indiana, and Wisconsin, except Superior) will hold a joint annual meeting in conjunction with the 37th Annual International Consumer Credit Conference of the N. R. C. A. at the Stevens Hotel, Chicago, Illinois, June 25, 26, 27 and 28, 1951.

District Eight (Texas) will hold its annual meeting in Galveston, Texas, May 20, 21 and 22, 1951.

District Nine (Colorado, New Mexico, Utah and Wyoming) will hold its annual meeting at the Plains Hotel, Cheyenne, Wyoming, May 6, 7 and 8, 1951.

District Ten (Alaska, Idaho, Montana, Oregon, Washington, Alberta, British Columbia and Saskatchewan, Canada) will hold its annual meeting at the Multnomah Hotel, Portland, Oregon, May 19, 20, 21 and 22, 1951.

District Eleven (Arizona, California, Nevada and Hawaii) will hold its annual meeting in Palm Springs, California, April 22, 23 and 24, 1951.

Credit Education in Edmonton

Since September, 1949, the Credit Granters Association of Edmonton has sponsored bi-weekly ads in two local newspapers. All members are assessed a fee ranging from 50 cents to \$10.00 per month to cover the cost of the campaign. The National Retail Credit Association's prompt pay mats are used in addition to other material made up to tie in with seasonal events and other special occasions. Each ad carries the Association Crest, identical to the membership sign or emblem displayed in the credit offices of members, and which contains the slogan "Protect Your Credit." This slogan is also prominently displayed in each ad.

Each year the local newspapers run a slogan contest, based on slogans used by a number of advertisers. For a nominal charge, small space ads are run which show only the slogan each advertiser uses. Prizes are offered to the persons correctly guessing the largest number of names of advertisers using the slogans displayed in the space ads.

In the recent annual slogan contests in both local papers, the slogan "Protect Your Credit" was entered, and in spot-checking the answers which correctly named the users of a majority of the slogans, it was found that 92 per cent of the majority had correctly guessed that the Credit Granters Association of Edmonton used the slogan "Protect Your Credit," while in the other newspaper a similar check showed that 98 per cent knew the correct answer to our slogan. Considering the fact that our slogan has never appeared in any previous slogan contests and that the prompt pay ads have only been running biweekly for the past 18 months, our Association is gratified with the results and has unanimously agreed to continue the campaign and if possible enlarge its scope.—Credit Granters Association of Edmonton.

L. S. Gilbert Cancer Fund

The American Cancer Society has given its approval to a plan advanced by friends of the late L. S. Gilbert for setting up a memorial cancer fund in his honor. In the parlance of sporting events, Gilly would have been called a "triple threat," in that he was interested and active in credit bureau, Breakfast Club, and retail credit men's activities. Individuals from all these groups have shown an interest in the fund.

Under the plan advanced for setting up the Leo S. Gilbert Memorial Cancer Fund, the money collected will be turned over to the American Cancer Society for the purpose of purchasing radium units. This radium will be made available to a charitable or welfare hospital designated by the American Cancer Society. Under proper supervision, radium has a life of thousands of years, and the benefits of the Leo S. Gilbert Memorial Cancer Fund would thus be practically unending.

Four of the close associates of the late Mr. Gilbert have taken the initiative in clearing the plan with the American Cancer Society, and will carry through to the completion of the task. They are: Frank T. Caldwell, San Francisco, California; Charles E. Moorman, Jacksonville, Florida; Robert G. Trosper, Greensboro, North Carolina; and Harold A. Wallace, St. Louis, Missouri.

In addition, the former presidents of the Associated Credit Bureaus of America, other than the above, have been designated as members of the sponsoring group. They are: J. E. R. Chilton, Jr., Dallas, Texas; James D. Hays, Harrisburg, Pennsylvania; Carson L. Bard, Louisville, Kentucky; Arthur F. Henning, Sacramento, California; Fred S. Krieger, Milwaukee, Wisconsin; E. DeWitt, Seattle, Washington; and Harry P. Earl, Salt Lake City, Utah.

Robert G. Trosper, Credit Bureau of Greater Greensboro, Box 300, Greensboro, North Carolina, will keep a record of the financial contributions to the fund. He asks that checks from firms or individuals who wish to be a part of this undertaking be made payable to the American Cancer Society, and marked Leo S. Gilbert Memorial Cancer Fund and sent to him. Checks sent in care of Mr. Trosper will be credited to this fund and are deductible for income tax purposes. The total amount needed is \$4,000,00.

Regulation W Interpretations

Requests have been received by the Federal Reserve Board for interpretations concerning "sets and groups" of articles as referred to in Section 6(g) of Regulation W. The letters usually say, or imply, that the registrant is having difficulty in determining just when and under what circumstances the instalment sale of two or more items to one customer is to be treated as the sale of a single article for the purpose of determining whether or not a down payment is required. Believing that it will be of interest and help to the trade, a memorandum has been published by the Federal Reserve Board which discusses certain general principles and illustrative cases dealing with such questions as have been presented by furniture dealers and other interested registrants. Copies of the memorandum may be obtained from the Federal Reserve Bank in the district in which you reside.

Position Wanted

Traveling credit supervisor, 55 years of age, now available. Nationwide experience with large retail chain stores. Will headquarter anywhere in the United States where I can best serve an aggressive organization. Box 4512, The CREDIT WORLD.

District Eleven Conference Plans

Fifteenth Annual Conference of District Eleven, National Retail Credit Association, to be held at Palm Springs, California, April 22, 23 and 24. According to District President R. D. Roberts, extensive plans have now been completed to make this one of the finest district conferences ever held, and an attendance of approximately five hundred people is anticipated. J. R. Gramont of the Standard Oil Company of Los Angeles is General Conference Chairman, and is being assisted as program chairman by W. E. Ryan of The Broadway in Los Angeles. The speakers at the conference will be top men in the retail field who will deal specifically with the problems that concern us most. The theme of the conference will be "The Challenge of these Changing Times."

Credit School at Dartmouth College

The National Association of Credit Men has made arrangements for the facilities of its Graduate School of Credit and Financial Management to be available to members of the National Retail Credit Association. This school is conducted at Dartmouth College, Hanover, New Hampshire, for two weeks August 5 to 18, 1951. The entire course extends over a period of three years. This whole program has been geared to the abilities and qualifications of the mature, experienced executive. It is not for the clerk, for the novice in credit work, nor is it for the person who has assumed little or no managerial or supervisory responsibilities in a credit department or a financial department.

Applications are screened carefully to the interest of the school and to the individual and his firm and those who are admitted should be competent to do the work and to take part in discussions and analyses of cases and problems. Members of the first year group may take:

Problems in Credit and Financial Management, Management Policies and Functions, Development of Executive Abilities, and Evening Conferences.

The total fee for the 1951 session is \$250.00. This includes tuition costs, meals, dormitory fee, maid service, towels and linens. Transportation and personal expenses are not included in this fee.

For those who are interested we will have available a brochure of the school and its program, requirements, and other data. While it is the general practice for employers to pay the expenses of the executives who attend the school, company officials are urged to encourage only those who have the qualifications for advancement to positions of greater responsibility. Some weight is also given to the extent and level of the applicants' education and interest is shown in what degree of responsibility he now assumes in his company. Requests for information should be sent to the National Retail Credit Association, 375 Jackson Avenue, St. Louis 5, Missouri.

CREDIT DEPARTMENT Teffers

LEONARD BERRY

CREDIT DEPARTMENT LETTERS welcomes the privilege of participation in the Canadian issue of The CREDIT WORLD. Those of us who have had occasion to shop in Canadian stores remember with warm appreciation the cordial and friendly welcome we invariably received. Canadian retailers and credit office personnel seem to be fully aware of the fact that good will, valuable beyond price, is won and retained, only by many acts of courtesy and consideration. Visitors to Canada are usually impressed by the genuine interest shown in them by store staffs generally.

One of the few bright and encouraging spots in the world today is the magnificent record of friendship between these two great nations. Other articles in this issue rightly laud the glorious and lasting amity, understanding and concord that happily prevails. Credit granters can do much to strengthen further the bonds of friendship by their gracious treatment of visitors from the other nation. There are many stores within easy shopping distance of cities and communities on both sides of the border. International visiting for pleasure and business is common. An agreeable attitude of willingness to solve amicably the several problems of currency and customs that arise in shopping away from home adds tremendously to pleasure, comfort and satisfaction.

Even more powerful than treaties and trade agreements made on the diplomatic level, are the daily acts of sincere friendship and helpfulness that occur on the individual level. Canadian and American credit granters have wonderful opportunities to foster good international relations by smoothing the way and giving good service to visiting nationals. In the final analysis, it is the attitudes of the ordinary, everyday people of one nation toward those of another that make for peace and harmony.

American credit granters salute their Canadian brothers and sisters. We are all united in the cause of good credit. All of us are seeking better ways of doing our jobs. We are grateful for the splendid spirit of cooperation that exists between us and we know it will continue and become even stronger.

Certainly one of the many mutual problems that Canadian and American credit managers find of paramount importance is the need for economies in departmental operation. Lack of qualified personnel makes the use of short cuts, wherever possible without detriment to customer good will, an essential objective.

More and more stores are successfully using statement stickers and inserts as collection reminders, particularly in the early months of past-dueness. Such have the great advantages of economy and simplicity of procedure. Those printed in Canada by the N.R.C.A. carry the emblem of the Credit Granters Association of Canada. It is more convincing to let the customer know that re-

quirements of prompt payment of accounts are endorsed by the whole credit profession, rather than being the particular policy of individual stores. An impersonal tone is thus attained that takes away any possible blame from the particular store or credit manager.

The use of stickers and statement enclosures removes the necessity for the often onerous chore of personally signing collection letters. Better still, the understandable temptation to use a rubber stamp signature is avoided. It is far better, and more pleasing to the customer, to use a neat, simple and effective sticker or insert than a poorly filled-in form and perhaps a rubber stamp signature. This is one part of credit department operation in which economies can be effected without unfavorable customer reaction.

Our illustrations this month are from Canadian stores. We are appreciative of the friendliness that makes such sharing of credit department letter techniques possible.

This Month's Illustrations

Illustration No. 1. This fine letter used by the Robert Simpson Company Limited, Toronto, Ontario, Canada, takes advantage of a paid-up Home Lovers Club account to suggest further purchases. Note how the key statement in the letter, YOUR PAID-UP ACCOUNT IS STILL OPEN FOR YOUR USE, is almost certain to catch the reader's eye. Specific merchandise purchases are suggested, and terms mentioned, which makes the invitation an appealing one.

Illustration No. 2. Johnstone Walker, Limited, Edmonton, Alberta, Canada, in this excellent sales promotion letter invite the paid-up Budget Account customer to use the newly opened charge account that has been established for the customer's convenience. Complete arrangements have already been made and all the customer has to do is say "Charge it." Satisfactory paid-up installment accounts are an excellent source for new regular charge account customers.

Illustration No. 3. Simpson's, Canada's magnificent department store, believes that every effort should be made to add new names to the customer list. Here is a splendid letter of congratulation to a prospect who has recently secured an appointment with the Canadian Bank of Commerce. The many advantages of a charge account at Simpson's are effectively stressed.

Illustration No. 4. This letter, used by Dittrich Men's Shop, Edmonton, Alberta, is an outstanding example of the power of simplicity in letter writing. Note the friendly manner in which the inactive customer is cordially urged to resume use of the account. There is much to be said for brevity in such letters. Good results come from the use of short, simple, but powerful messages.

it's easy with Simpson's Home Lovers Club i EDMONTON . ALBERTA . CANADA March 7, 1951 March 195, 1951 (2) Fre. John Bue, 10041 - 118 Street, Essention, Alberta. Dear Mr. Door Dear Mrs. Dom:-These you very such for the final instalment on your Home Lever-Club secount. It is always a pleasure to do business with a gor custoser like yourself and we sope that you have found both our service and servicevites entirely satisfactory. In the every day rush of business affairs one is committees and to treat a latter of this kind as morely another class of advertising and it is our intention, if it can be come, to make you feel that this is a moreoval message of surgestation. Your paid up account is still open for your use. This letter is written to express our thanks for the solan-did manner in which negments were made on your buffet Account, and the home that your rurchase gives you commists estimiza-ion. That's worth remembering when you see Diagnost's newspaper adverturements or window displays offering a special male while is anabling you global to the for your lose. You can order that a errorantise immediately on your lose lowers Club account and that so long as if sending to give for it. ... are in it that while you will be enjoying the use of your new Constantial Suite or whatever you immitted. Tour credit has been fully established in our storm and, for your further commendence in shaw-damp, we have nomend a Charge Account for you. It is a chassure to entend this server to you and invite you to make use of it. All that is necessary for you have in ear "Charge It". Temester: On an \$50 order for farmiture you pay only \$16 down and \$7 a restt. we look forward to seeing your account active soon, Bincerely yours, J Mª Knight JOHN TORN WALLOW LIMITED Mis Koy M. Dunlap J. McKnight 600 (BD THE ROBERT SIMPSON COMPANY LIMITED, TORONTO, ONTARIO You'll enjoy shapping at Dittrich THUBBOA STARGE ACCOUNT 10164-1011 STREET . EDMONTON, ALBERTA Waren 1st, 1951 Narch 15, 1951 (3) Mrs. John Dos, 00000 - 000 Street, Edmonton, Alberta. Bear Mr. Does (4) Congratulations on your appointment with the Canadian Sank of Commerce. Dear Mrs. Dos: -Numbered among the thomsands of persons whe enjoy the convenience of a Simpaco Charge Account are the own helief that a Charge Account section, a own helief that a Charge Account and person shopping at Simpson's even more pleasant and con-venient. Yee, we have noticed it, too Tour eccount has not been used for quite some time. We sincerely hope that our service and zerobsedise has given you con plete satisfaction. Merchandise of any kind may be charged to your account and you will receive a statement each each sent along with duplicate salescheek and receipts for payments made. The balance shown is payable in full by fittene days after the billing date. Chris M. Doroll We enclosed a card which will be replaced by an permanent Charga-Flate following year first purchase. When you risk! Simpson's Store or order by telephone or mail, just say "Charge It" and quiet the pumber we have issued for you alone. Manager of Credit Salas, C.M. Brady Charge Office. Simpson's Georgetton, Satisfaction or Manay Sufunded &

THE RESERV STREETS COMPANY STREETS, TORONTO, SMILETE



Current Business Conditions

Business activity has been speeding along at about the same level as in recent months except for the usual seasonal changes in most lines. Volume of trade and industry remains at 20 per cent higher than it was a year ago, and indications do not point to any marked change in either direction during the next few months. Variations are quite marked, however, among different industries as a number of the major ones have been affected by the shifts to the production of military supplies and equipment. Reductions in some lines have been offset by increases in others, and industrial production is responding to the strong demand from all classes of buyers.

The changes in the LaSalle Map since last month have been small. The major areas in which the best showing is being made are both industrial and agricultural, although in general the gains in industry during the past year have been somewhat greater than those in agriculture. The industrial region around the Great Lakes continues so be the brightest spot, and it reflects the increased emphasis on the production of steel and heavy machinery which are needed most in connection with the defense program.

Another area of very good conditions is in the Southwest and in parts of agricultural sections of the Middle West. Business volume is especially favorable in Texas and in the oil-producing centers, as the output of crude petroleum has risen to more than 20 per cent higher than the very high rate of a year ago. Expansion in manufacturing, especially of air planes, is also taking place in several places throughout the area.

In New England and parts of the Southeast business activity remains high, but it is lagging slightly behind the national average. Restrictions on the use of materials in making those consumer goods which are less urgently needed than military equipment and supplies have been a factor in holding down production, and thus indirectly affecting all business activity in a number of communities.

Similar trends prevail in the South where unfavorable weather has had an adverse effect on the winter tourist trade and also on the raising of vegetables for the large northern markets. Most recent reports indicate some improvement, and even present levels compare favorably with the very high ones of a year ago.

Changes have been moderate throughout most of the Western states, but there has been some lagging in the southern part of the Pacific Coast region. Improvement has been somewhat greater in the Pacific Northwest, and in several places activity has increased during the last few months even more than the national average. Further expansion is expected during at least the first half of the year.

In Canada, both the volume of business and of industrial activity has been holding steady, although the average gains over last year have been a little less than those in the United States. Industrial regions show the greatest improvement, especially those north of the Great Lakes. Activity is also high in the West along the Pacific Coast. Gains in the agricultural regions have been less, and in some areas business activity is but little higher than it was a year ago. General conditions in both industry and agriculture, however, are quite stable in spite of some variations among individual lines. Total activity remains at the highest peacetime level, and indications point to further stability.—Business Bulletin, LaSalle Extension University, Chicago, Ill.

Consumer Credit

CONSUMER INSTALMENT credit outstanding declined 212 million dollars in January, to a total of 13,255 million. The amount outstanding at the end of the month was lower than at any time since last August. Some decline in instalment credit usually occurs in January, but the amount of decline this year contrasts with declines of 54 and 176 million in January 1950 and 1949. The decline this January was also

substantial in view of the unusually large volume of retail sales of automobiles and other durable goods in January. Declines occurred in outstanding automobile sale credit and other instalment sale credit while instalment loan credit outstanding showed little change. Noninstalment consumer credit outstanding increased moderately in January, in sharp contrast to the usual seasonal decline. This resulted from the maintenance of charge account balances at approximately their December level as compared with declines of nearly 400 million dollars in January of 1950 and 1949. Total consumer credit at the end of January is estimated at 19,903 million dollars, nearly 200 million below-the amount outstanding at the end of December, but 3.5 billion dollars above a year ago.—Federal Reserve Board.

Retail Furniture Report

RETAIL FURNITURE store sales showed considerably less than the usual seasonal decline in January and were 23 per cent greater than in the corresponding period of 1950. Cash sales declined 33 per cent during the month while instalment and charge account sales were down 39 per cent and 19 per cent, respectively. Both cash and charge-account sales were in substantially larger volume than a year earlier. Instalment sales, which had been below the year-ago level since September, showed a year-to-year gain of 9 per cent in January. Instalment accounts outstanding declined 5 per cent in January but at the end of the month were 8 per cent larger than on the corresponding date of the preceding year. Collections on instalment accounts in January were slightly larger than in December and, when related to accounts receivable on the first of the month, gave a collection ratio of 10 per cent, one point lower than in the preceding month. The retail value of stocks on hand at furniture stores rose 4 per cent during January and at the month-end was 38 per cent above that of a year earlier. Inventories held on January 31 were equivalent to approximately five and one-half months' supply at the current rate of sale as compared with five months' supply at the current rate of sale as compared with five months' supply at the current rate of sale as compared with five months' supply at the corresponding date of 1950.—Federal Reserve Board.

Consumer Instalment Loans

AT THE END of January consumer instalment loans outstanding at the principal types of lending institutions amounted to 4,537 million dollars, about the same as a month earlier. Each type of lending agency reported only a slight change in outstanding balances. The total amount of instalment credit held continued around one-fifth above the year-ago level. The volume of loans made in January was somewhat smaller than in December, principally as a result of a sharp decline at small loan companies partially offset by a substantial gain at commercial banks. Compared with a year ago, however, loan volume was up 19 per cent.—Federal Reserve Board.

Retail Instalment Credit at Furniture and Household Appliance Stores

INSTALMENT ACCOUNTS receivable at furniture stores declined somewhat in January as is customary at that time of the year but at the month-end they continued moderately above the level of the corresponding date of 1949. Household appliance store instalment accounts outstanding also declined seasonally during January but were more than two-fifths larger than those of a year earlier. Instalment accounts at furniture stores were being liquidated at a somewhat slower rate than in December while those of household appliance stores were being repaid more rapidly than a month earlier. The January instalment collection ratios of 10 per cent for furniture stores and 12 per cent for household appliance stores were about the same as in the corresponding month of 1950.—Federal Reserve

Collection Scoreboard

Compiled by the Research Division

February, 1951 February, 1950

CITIES	DEPARTMENT STORES (Open Accounts)						DEPARTMENT STORES (Installment Accounts)						WOMEN'S SPECIALTY STORES							MEN'S CLOTHING STORES					
CITIES	1951			1950			1951 1950					1951		1950			1951				1950				
	AV.	HI.	LO	AV.	HI.	LO.	AV.	HI.	LO	ÄV.	HI.	LO	AV.	HI.	LO	AV.	HI.	LO	AV.	HI.	LO	AV	HE	LO	
Atlanta Ga.	-			-		. –	-		_				-			41.6	57.0	37.0				45.3	47.7	40	
Baltimore Md	44.4	48.6	35.6	45.3	46.8	434	18.0	26.0	11.5	19(1	29.8	13.3	409	48.6	35.6	43.8	48.3	39.9	39.6	43.1	36.1	43.0	47.6	38 4	
Birmingham, Ala	44.7	57.1	37.0	45.7	53.6	38.0	17.0	20.3	15.2	19.5	29.7	14.4	45.7	50.0	39.0	46.0	54.5	35.6	50 9	54.2	49.0	51.6	54.0	49	
Boston Mass	- 1			- '			-			-						-			- 1			-			
Cedar Rapids la	55.2	58.5	529	54.0	55.7	52.4	.184		16.6	19.6	19.7	19.5	-	67.0		-/	80.5		66.8	15.5	61.4	64.2	66.9	61 5	
Cincinnati. Ohio	54.0		47.4	53.9	56.9	48.4	16.8	25.2	109	17.7	32.1	11.2	57.7	64,0	51.5	61.0	64.9	57.1	537	55.2	52.2	55 4	58.3	52 1	
Cleveland Ohio	44.2		42.7	49.3	50.2	44.9	228	28.2	20.6	22.6	25.6	16.8	35.5	37.2	33.7	35.6	36.2	35.0	59.3	77.8	41.9	65.9	85.0	46 9	
Columbus Ohio	-			47.5	54.4	26.0	-			15.5	16.8	12.8	-			53.0	56.2	52.0	-			-			
Davenport la	I –			-			_			-			-			-			-			-			
Denver. Colo	48.5	52.6	38.5	50.5	52 8	38.0	20.4	23.0	17.4	17.9	19.4	12.5	49.9	52.6	47.1	46.1		41.1	49.9	52.6	47.1	46.1	51.0	411	
Des Moines Ia	-			-			-	18.0		-	16.1		56.2	63.0	49.3	584	65.4	51.3	-	56.3		52.3	58.1	46	
Detroit Mich.	1 -			1			1			-			-			-			l -			-			
Grand Rapids Mich	-			-			-						-			-			-			-			
Kansas City, Mo.	1 -	56.1		59.4	603	57.4	-	17.9		17.3	179	17.7	53.8	62.6	52.4	56.6	65.2	49.2	-			-			
Little Rock, Ark	1 -			-			_			-			-			-			_			- '			
Los Angeles Calif	493	59.2	45.3	51.4	60 8	486	16.2	17.9	14.5	-			47.7	59.5	359	55 5	63.2	47.8	48.9	65.9	45.4	46.8	67.2	46	
Louisville Ky.	459	47.3	44.0	50.6	55.5	477	14.2	17.0	11.4	15.5	18.2	12 6	39.7	41.7	37.5	44 4	49.2	41.2	48.2	55.0	423	53.1	562	47	
Lynn Moss	_			-			_			-			-			-			_						
Milwaukee Wis.	51.0	54.3	47.4	49.8	51.1	484	l -			18.0	18.1	18.0	479	54.1	417	46 2	513	41.2	614	68.5	46.2	52 9	86.7	43 8	
Minneapolis Minn	-			54.4	56.2	51.8	_			19.8			-			64.5		59 1	_			57.0	64.3		
New Orleans La	-						-			-			-			_			-						
New York N.Y.	433	49.4	35 €	459	49.0	337	18.8	23.2	153	17.5	263	10.3	433	49.2	424	45.0	517	417	54.0	586	49.5	53.6	57.9	49	
Oakland Calif										-			-						-			-			
Omaha Neb	1_						l			1									1 -						
Pittsburgh, Pa	1-									I -			-												
Providence R I	49 2	56.8	428	467	52.2	420				-			l –			-			1 -			-			
St Louis Mo.				54 4	60.1		1.			19.7	219	17.5				47.5	57.8	36.6				449	518	37	
Salt Lake City, Utah	561	64.2	510	1	67.0		178	207	15.4	183	219	15.9				1		30.0	469	49.8	440	476	48.0		
San Francisco Calif	45						22 5							454	374	43 7	46 4	40.0	461	486		46 6	50.2		
Santa Barbara Calif	601						1			100	20.0		60.2				70.3		1			59 4	644		
Sioux City Ia	1	49 1		52.7			1 -	12.8			18.6		52.5				100	430	46.1				61.1		
Spokane Wash	52 (49.0				16.5			14.4	15.0	13.8		30.1		-			40.1	30.	30.0		01.		
Springfield Mass	38 (578			1					203		63.2			65.€			50 0			57.0		
Toledo Ohio	1	43.0			524			5 21.0								53.5							31.1		
Tulsa Okla	100	43.0	34.1	7	32.4	46.3	20.	21.0	12.4	10.3	19.3	13.0	70.4	20.	343	33.3	7/.5	49.6	1						
Washington D C	421	5 53 7	37	45.5	55.4	401	17.6	6 201	144	175	22.0	121							-						
	48		46.2							1				End		100	240	122.2	1	1					
Worcester Mass	40.	4 30.1	40.2	48.	49.1	48.3	29.5	28.9	28.1	26 6	20.	26.5	1 -	50 (50.0	546	32.3	1	421	-				
Youngstown Ohio	1						-			I			1 -						1						
Ottawa Ont	1 -			443	48.1	26.7	-			16.0	28.	14.8	- m						-						
Vancouver. B. C.	1						-			-			-						-						
Victoria B C	1			-			-									-						-		1.5	

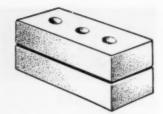
INSTALMENT ACCOUNTS receivable at department stores declined seasonally in January and at the end of the month were 28 per cent above the amount outstanding on the corresponding date of 1950. Collections on these accounts increased 9 per cent during the month and amounted to 19 per cent of accounts outstanding on January 1, one point higher than for December. At the prevailing rate of repayment these accounts would be liquidated in approximately 10 months, about the same as in the corresponding month of 1950. Charge-accounts outstanding at department stores were down 15 per cent in January, a smaller decline than is usual at this time of the year. At the end of the month this type of indebtedness was one-fift greater than

the amount outstanding a year earlier but the average rate of repayment was about the same as in January 1950—approximately 60 days. All types of sales showed less than the customary sharp seasonal decline from December to January. Cash sales were down 50 per cent while charge-account and instalment sales decreased 42 per cent and 32 per cent, respectively. The comparatively high volume of sales in January is reflected in year-to-year gains for each type of transaction. Over the year-period charge-account business showed the largest gain—40 per cent. Cash sales were up about one-fifth and instalment sales, nearly one-third.—Federal Reserve Board.

29

"BUY A BRICK"

News



"Buy a Brick" Comments

"Enclosed you will find our check for \$25.00 as our contribution toward the purchasing of bricks for the building program and the Buy a Brick' campaign. We are indeed happy to be able to do this and hope other bureaus will respond in proper proportion."—George C. Robinson, Secretary-Treasurer, The Retail Merchants Association, Richmond, Va.

"We heartily agree that Credit Bureaus should show their appreciation of the fine work the N. R. C. A. has done and is doing in the field of consumer credit. Contributing toward the establishment of a permanent home for the National Retail Credit Association offers every Bureau a wonderful opportunity obuid more good will and cement a closer relationship between credit management and credit bureaus. Here is our check for \$25.00."—Kenneth O. Eddins, Assistant Manager, The Merchants' Credit Association, Memphis, Tenn.

"It is with the greatest pleasure that we enclose a check from the Credit Bureau to purchase 50 bricks for the National Retail Credit Association's new home. We in the Credit Bureau feel a great obligation to all consumer credit managers to financially support this project. We also realize that it is small repayment for the many hours of personal time they have given us over the years."—Charles F. Sheldon, Manager, Philadelphia Credit Bureau, Philadelphia, Pa.

"The Board of Directors of District Seven, N. R. C. A., in a meeting at Tulsa, voted to forward a check for \$150.00 to the 'Buy a Brick' campaign and to offer our wholehearted support for any fund-raising campaigns that might be necessary to help pay the mortgage on your new office building."—Frances R. Smith, Secretary-Treasurer, District Seven, N. R. C. A., Hunt Dry Goods Co., Fort Smith, Ark.

"Recently Charlie Sheldon wrote to me about the N.R.C.A.'s 'Buy a Brick' campaign at \$1.00 per brick. When I first heard of this campaign I felt that our Credit Bureau would like to participate, but did not feel as though I wanted to send only \$1.00 for one brick. In Boston we have the Retail Credit Association which is entirely distinct from our Credit Bureau and any major contribution would normally be undertaken by the Credit Association rather than the Credit Bureau. Our company check for \$5.00 was sent to you and later on I was one of those who urged the Retail Credit Association to make a suitable contribution and its check for \$100.00 was sent to you. The letter from Charlie Sheldon was referred to our Executive Committee. They agreed with me that while such a contribution was a matter for the Retail Credit Association, they would like to have our Credit Bureau do everything possible to show the officers and directors of the N.R.C.A. that we are thoroughly behind this campaign. They authorized me, therefore, to send you an additional check for \$100.00. Good luck to you in the successful completing of your campaign."—John J. Canavan, Manager, Credit Bureau of Greater Boston, Boston, Mass.

"I am enclosing my personal check for five bricks as I would like to have a small part in the new home of the National Association. No doubt every credit manager appreciates what the National has meant to his profession and welcomes the opportunity of making a small personal contribution toward the new building."—John R. Clark, Credit Manager, Monnig's, Fort Worth, Texas.

"The Minneapolis Credit Women's Breakfast Club would like to participate in a small way to help in the 'Buy a Brick' campaign and enclosed you will find our check for \$10.00. We appreciate very much the many kindnesses and varied assistance extended us by the members of the National Retail Credit Association."—Esther A. Westin, President, Minneapolis Credit Women's Breakfast Club, Minneapolis, Minn.

"It is indeed a pleasure for me to send you the enclosed check for \$200.00 as the contribution of District Two to the 'Buy a Brick' campaign. I am very glad the campaign has gone as well as it has so far. I am sure when the final count is in. it will be a big help to our National Association."—William Colburn, Immediate Past President, District Two, N. R. C. A., Savard & Colburn, Albany, New York.

"It is indeed a pleasure to enclose our check for our share in the 'Buy a Brick' compaign. The 13th District wishes you success in completing this most worthy project."—Harriet Jewell, Secretary Treasurer, District Thirteen, N.R.C.A., Robertson's, South Bend, Ind.

"Enclosed is a check in the amount of \$17.00 for the 'Buy a Brick' fund. We are happy to make this small contribution to the fund."—Blanche Johnston, Treasurer, Dallas Credit Women's Club, Dallas, Texas.

"The Seattle Credit Bureau should have some little part in your new home so I am enclosing a check for \$10.00 for ten bricks."—E. DeWitt, Manager, Seattle Credit Bureau, Seattle, Wash.

"At a recent meeting of our local Retail Credit Granters Association it was voted to contribute \$1.00 per member toward the 'Buy a Brick' campaign. Enclosed is our check for \$32.00 toward the building fund. Accept our best wishes for a successful campaign."—Allison P. Koelling, General Manager, Credit Bureau of Cincinnati, Cincinnati, Ohio.

"We wish to do our bit toward the new building as others are doing. At our last annual meeting it was voted to contribute \$10.00 for 10 bricks. We are one of the youngsters in the association field and look forward to expanding with the N.R.C.A."—J. Kenneth Lawler, Secretary-Treasurer, Holyoke Retail Credit Association, Holyoke, Mass.

"We are happy to be able to forward you the enclosed check for \$40.00 as our part in the 'Buy a Brick' campaign. We hope the campaign is progressing according to all of our wishes."—Blanche Gariboldi, Credit Women's Breakfast Club of Fresno, Fresno, Calif.

Summary

Up to March 23, 1951, the National Office has received contributions to our "Buy a Brick" fund as follows:

Credit A	ls	socia	tion	15,	C	rec	lit	M	ana	ge	rs,	
and D	is	strict	5									\$5,076.25
Credit B	u	reaus	an	d	Cr	edi	t I	Mar	nage	rs		716.25
Credit V	V	omer	ı's	B	rea	kfa	st	Cl	ubs	ai	nd	
Credit		Won	nen									464.00
Firms											a	548.00
Total		0										\$6,804.50

LOCAL ASSOCIATION Sectivities

Trenton, New Jersey

At the annual meeting of the Retail Credit Men's Association of Trenton, Trenton, New Jersey, the following officers were elected: President, Edward Gallagher, Swern & Co.; Vice President, A. Harry Glogoff, Goldberg's; and Secretary-Treasurer, Russell J. DeCara, Hurley-Tobin Co.

Victoria, British Columbia, Canada

The officers and directors of the Credit Granter's Association of Victoria, Victoria, B. C., Canada, were elected at the annual meeting February 13, 1951, and are: President, Wm. Mackintosh; Vice President, James Woods; and Past President, Jack D. Wilson. Directors: L. E. Evenden, Hudson's Bay Co.; R. Whellams, Standard Furniture Co.; G. A. A. Hebden, Diggon-Hibben Ltd.; Audry Harness, Little & Taylor, Ltd.; Percy Noel, Page the Cleaner; James McRae, Olsen Motors Ltd.; Del Horne, C. Fletcher's Men's Wear; and Secretary W. G. Ellis, The Credit Bureau of Victoria. Harry B. Dawson, Secretary of the Association for the past 20 years announced his retirement on April 1, 1951. W. G. Ellis, the new manager, was previously Credit Manager, David Spencer Ltd., Victoria, B. C., and is a Past President of the local association and Director, District 10, N.R.C.A.

Fort Worth, Texas

At the annual meeting of the Fort Worth Retail Credit Managers Association, Fort Worth, Texas, the following officers and directors were elected: President, W. O. Perlick, Meacham's; Vice President, W. H. French, Jack Collier Drug Stores; and Secretary, A. S. Billingsley, Retail Merchants Association. Directors: Robert C. Carson, Wholesale and Manufacturers Bureau; Lewis D. Fox, Tarrant County Building & Loan Association; Curtis Francis, The Fair; Morris S. King. Haltom's; J. D. Moore, Boswell Dairies; Don Singletary, Riverside State Bank; George W. Brown, First National Bank; W. E. Hagerty, Cox's; Mrs. W. F. Izelle, Ladd Furniture & Carpet Co.; F. B. Sheldon, Johnnie Johnson Tire Co.; Frank Watts, J. E. Foster & Son; and William A. Pearson, Fort Worth National Bank.

Houston, Texas

The 1951 officers and directors of the Houston Retail Credit Association are: President, Eugene E. Frey, Sanitary Farm Dairies; First Vice President, Ross C. Sanddal, Westeimer-Hudson Furniture Co.; Second Vice President, W. H. Pugh, Union National Bank; Secretary, A. O. Foster, Magnolia Petroleum Co.; Assistant Secretary, John A. Karcher, Credit Bureau of Greater Houston; and Treasurer, Mrs. Mary Bess Causey, Avenue Floral Co. Directors: Sam W. Tigner, Medical and Dental Service Bureau; Larry E. Newton, Rolle-Jewett and Beck; E. K. Bleakney, Krupp and Tuffly, Inc.; J.

D. Miller, Foley Bros. Dry Goods Co.; R. M. Perry, James Bute Co.; K. V. Ewart, Ivy Russell Motor Co.; Mrs. Margaret Cormier, Wright Clinic and Hospital; and John J. Tryling, Suniland Furniture Co.

Corpus Christi, Texas

The Credit Executives of Corpus Christi, Texas, held their annual election January 26, 1951 and elected the following officers for 1951: President, Hal Barcliff, Show Room Furniture Co.; Vice President, Tom Walker, Central Power and Light Co.; Treasurer, Rachel Hudson, Mike Needham Motor Co.; and Secretary, Nina Johnston, Goad Motor Co. Directors: Helen Kassinger, S & Q Clothiers; J. O. Hedrick, Frank Hayden Motors; P. W. Ward, Public Motors; and M. E. Mabrito, GMAC.

Abilene, Texas

The new officers and directors of the Abilene Retail Credit Managers Association are: President, Roy Ayers, Minters; First Vice President, C. E. O'Kelly, Crain Office Supply; Second Vice President, Hubert Connally, Connally Stephens Co.; Secretary, Scottie Strain, Allied Credit Co.; Assistant Secretary, Alice Chapman, Smith Crain Pharmacy; Treasurer, A. L. Grinnell, Abilene Builders Supply Co.; and Assistant Treasurer. Mary Biggerstaff. Directors: H. V. Richards, E. Grissom's Department Store; Edd Fischel, Thornton's Department Store; R. B. Billings, Sherwin Williams Co.; Mrs. Conway Reese, Barrow Knorr Furniture Co.; Lloyd Waddington, Waddington's; Jack Belsky, The Bootery; and C. B. Campbell, D & W Tire Co.

Edmonton, Alberta, Canada

At the annual meeting of the Credit Granters' Association, Edmonton, Alberta, Canada, the following officers and directors were elected: President, Doug Brown, Imperial Oil Ltd.; Vice President, Arthur Hanks, T. Eaton Co. Ltd.; and Secretary Treasurer, C. H. Williams, Credit Bureau of Edmonton. Directors: Dick Soley, Johnstone Walker Ltd.; Ron Hancock, Hancock Lumber Ltd.; Cliff Kennedy, Couves Radio; Allan Palmour, Royal Bank; Tom Collins, Campbells Furniture Ltd.; Mrs. Elizabeth McConkey, Walk-Rite Ltd.; and Gladys Wilson, M. D. Muttart Ltd.

Galveston, Texas

The 1951-1952 officers and directors of the Galveston Credit Granters Association, Galveston, Texas, are: President, Alex Knottwitz, Nathan's; First Vice President, J. C. Randolph, Southern Union Gas Co.; Second Vice President, Ben Nathan, The Model Shop; and Secretary Treasurer, Wm. A. Matthews, Retail Merchants Association. Directors: Julia Mercer, E. S. Levy & Co.; Mike J. Kearney, Robert I. Cohen, Inc.; and Jerry Lee Gombold, Plantowsky Furniture Co.



Credit Progress in Canada



MY EDITORIAL in the January 1944 Canadian number of The CREDIT WORLD containing the following paragraph:

"It is expected that all Canadian members of the National Retail Credit Association will join the newly formed Association. We hope that all members of the Canadian Association will also become members of the N.R.C.A. It has been predicted that Canadian membership in both Associations will soon be several times greater than present Canadian membership in the N.R.C.A."

It closed with: "To the founders of the Canadian Association, we extend our best wishes. To our Canadian members—friends of many years—and to those who join in the future, we promise a service backed by more than 32 years' experience in helping retail credit granters of North America."

In the intervening years, as noted elsewhere in this issue of The CREDIT WORLD, our Canadian membership has shown an increase each year. It numbers 2,007 as compared with 473 in May 1944. Not only has there been a steady growth in membership but activities of Local Associations have increased. More interest has been manifested in credit education, both for credit personnel and "Pay Promptly" campaigns for the consumer. Interest has also been created in national and provincial legislation. The Credit Granters' Association of Canada cooperated closely with Ottawa in connection with credit controls, which again became effective October 25, 1950.

With permanent headquarters established in Toronto and with Arthur Bullied in charge, representing the credit granters and credit bureaus of Canada, continued progress is assured.

Congratulations to our Canadian friends and members, and best wishes for the success of the Canadian Credit Granters' Association and the Associated Credit Bureaus of Canada.

General Manager-Treasurer

* STANDARD APPLICATION FORM

HE sale of over four hundred thousand during the past year is conclusive testimony of the popularity of this form. Increase the efficiency of your department by ordering a supply immediately!

The actual size of the form (reproduced below) is 6 inches by 9 inches. Printed in one color. Blocked in pads of 100. Prices: 100, \$1.00; 500, \$4.00; and 1,000, \$7.00. Postage is extra.

NATIONAL RETAIL CREDIT ASSOCIATION

375 Jackson Ave.

St. Louis 5, Missouri

. designed with the approval of our members

every detail . . . spaces for all needed information



\$30,000 BREAK THE THERMOMETER

WITH ONLY \$23,195.50

June

May

April

March \$6,804.50

February \$5,610.50

January \$4,829.50

December \$3,469.00

November 52,651.50

October 798.00

LS THE SUN crosses the line, the days become warmer. The coldness of the winter fades into memory and nature starts to give evidence of spring. As the days become warmer, the thermometer rises but no amount of warmth in the weather will affect the thermometer which is registering contributions to our BUY A BRICK Campaign. This thermometer will automatically register an increase as the contributions come in.

The response has been very generous.

We must, however, put on a little extra heat to run this thermometer up before the end of our fiscal year. This heat can be generated by your contribution and help in interesting others in this effort. If each one of us looks on this campaign as a job for somebody else, it cannot succeed as quickly as if each one considered it his own personal call to duty.

1951 has been a growing year. The membership has grown and our building fund has developed into a substantial amount.

We need a little more heat under the thermometer.

Will you be one of those to turn it on?

President

National Retail Credit Association